

TOWN OF SCITUATE, MASSACHUSETTS

FISCAL YEAR 2013

TOWN BUDGET



Budget Message

Financial Analysis and Proposed Departmental Budgets/Goals & Objectives

BOARD OF SELECTMEN

Anthony V. Vegnani, Chairman
John F. Danehey, Vice-Chairman
Richard W. Murray, Clerk
Shawn Harris
Joseph P. Norton

Patricia A. Vinchesi, Town Administrator
Mary J. Gallagher, Town Accountant

Table of Contents

SECTION I:

FY2013 Budget and Capital Review Calendar
Organizational Chart
Town Organization Summary by Department
Staffing Levels
FY 2013 Budget Revenue and Expense Assumptions
Projected State Aid
Certified Free Cash FY 2001 to Date
Stabilization Fund Balance
Preliminary Estimated Sources and Uses
Town of Scituate Historical Tax Rates
Town of Scituate Tax Revenues
Average Tax Bill for the Town of Scituate
FY 2011 Tax Rates Surrounding Communities
Scituate Population
Building Permit Trends
Annual Building Budget Expended to Revenue
Draft Financial Policies (Town Administrator Budget Guidelines)

SECTION II:

FY 2013 Departmental Operating Budget (Requested and Town Administrator recommended)

100	<i>GENERAL GOVERNMENT</i>
122	Board of Selectmen
123	Town Administrator
131,2	Advisory Committee & Reserve Fund
135	Town Accountant & Audit
141	Board of Assessors
145	Treasurer/Collector & Tax Foreclosure
149	Administration
155	Information Technology
161	Town Clerk
171	Conservation Commission
175	Planning Board
176	Zoning Board of Appeals
192	Insurance/General Liability Cable
200	<i>PUBLIC SAFETY</i>
210	Police &
292	Animal Shelter
220	Fire

241 Inspections
295 Shellfish

400 ***PUBLIC WORKS***

400 Department of Public Works
423 Snow and Ice
424 Street Lights & Beacons

500 ***SOCIAL AND HUMAN RESOURCES***

510 Public Health
541 Council on Aging
543 Veterans Services
549 Commission on Disabilities

600 ***CULTURE AND RECREATION***

610 Library
630 Recreation
650 Beautification
691 Historical Commission

700 ***DEBT SERVICE***

720 Debt and Interest

900 ***EMPLOYEE BENEFITS***

910 Non-Contributory Pensions
911 Plymouth County Retirement
912 Workers' Compensation
913 Unemployment Insurance
914 Contributory Health Insurance
916 Federal Taxes

60 ***ENTERPRISE FUNDS***

61 Widow's Walk Golf Course
63 Transfer Station (under DPW budget)
64 Sewer (under DPW budget)
65 Water (under DPW budget)
66 Waterways

Town of Scituate



MEMORANDUM.

TO: Board of Selectmen
Advisory Committee

RE: Budget Message

DA: December 30, 2011

Cc: Mary Gallagher, Town Accountant
Department Heads and Staff

In accordance with Sections 4-2 (f) (h), 6-2, and 6-3 of the Town of Scituate Town Charter, I hereby submit the FY 2013 budget.

This is the third operating budget of my tenure. While the challenges of the economy still impact our daily lives, the Town's support in passing a general operating override this past May has allowed Scituate to weather these challenges. The \$2,200,000 in funds (\$1,500,000 school; \$700,000 town), has resulted in an FY 13 recommended budget that continues many programs and activities of the past, but also contains a number of new initiatives designed to either streamline operations for more efficient management and cost savings, or move forward specific town goals in the overall management and administration of the Town. A tremendous amount of work goes into this budget document, which is much more than just dollars; it continues the road map of defined goals and outcomes to keep us moving forward as a community and institutionalizing a stable financial foundation from which to manage.

Fiscal Year 12 Recap

Before addressing FY 2013, a few comments about the FY 12 budget.

The Town forecast a reduction in local aid and that local receipts would remain level. Local receipts were up more than projected. This was a result of increased collection of motor vehicle excise, municipal lien certificates, and from some one-time events such as the bond premium the Town received for its bond issuance in April 2011. The Town closed out FY 11 with \$1,528,822 in certified free cash. This is commendable given that the Town had negative free cash of \$192,000 in FY 08. This increased amount is a direct result of tighter budgeting and operational changes that resulted in greater efficiencies. In turn, these funds allowed the Town to remit to the Stabilization Fund \$168,000 in storm damages as a result of the December 2010 storm, as well as an additional \$300,000 in funds to guard against emergency or unforeseen events. The current

remaining amounts of free cash are, in part, a reserve to offset any unanticipated budgetary needs before June 30, 2012 and to buffer any unexpected changes in the financial forecast for FY 13. However, first and foremost, Free Cash is to be used to fund the Town's FY 13 capital improvement program.

General Overview of Fiscal Year 2013 Budget

The Town's forecast for FY 13 anticipates a small decrease in local aid. This is because there is some concern that the loss of federal stimulus dollars will impact overall aid. The Town will not receive more definitive information about local aid until February.

As noted, overall local receipts were up in FY 11 and the projection is that this trend will continue, but not to an appreciable degree. Notably, new growth was more than projected and this revenue source has been increased for FY 13.

Overall, revenues to projection resulted in a \$1,554,310 surplus for FY 11. The FY 13 revenue and expense assumptions have tried to capture positive movement in our overall finances while at the same time remain prudent and realistic in actual receipts. Section 1 of the Budget Book details the current revenue and expense assumptions compiled by the financial team and now provides an excellent source history of past revenues and expenses while also noting new financial areas such as wind turbine and solar revenue as well as federal compliance issues such as funding Other Post Employment Benefit (OPEB) amounts. Alternative sources of potential revenue, such as the meals tax, continue to be examined each year by the Board of Selectmen.

Fixed cost increases still eat up new revenue. Most notably, the Town's pension assessment, which went down \$14,000 from FY 11 to FY 12, went up \$341,164, a 10.99% increase over FY 12. This seesawing of annual assessments needs to be addressed by the Plymouth Country Retirement Board and its member communities as its impact to the budget dominates the major change to the expense side of the ledger for FY 13. While the Legislature has approved a comprehensive pension reform law, the financial impact for long-term savings resulting from these changes will not be realized for several years as they affect new employees, not existing ones. Consequently, retirement costs for these individuals will continue to increase for the foreseeable future. As to health insurance, FY 13 costs are uncertain (see below) and the line item has been level-funded for FY 13. The Town did have a surplus in the account for FY 11 and \$85,000 of this shared expense was transferred to the Workers' Compensation Self-Insured Trust Fund to build this fund reserve.

In January, the Town will begin discussing with employees and retirees changes to the health insurance plan designs currently offered. This is as a result of the Legislature passing a new section of Massachusetts General Law Chapter 32B that governs the provision of health care benefits for employees and retirees. While this may provide additional relief to the expense side of the budget, any realized savings will most likely not be known until the fall of 2012. The Town has posted information about this legislation on its website. Unfortunately, any savings here will be used to mitigate the aforementioned increase in the Town's retirement assessment.

FY 2013 Highlights

The FY 2013 recommended budget incorporates the following criteria:

Expenditures

- No Free Cash has been used as an offset for the operating budget.
- No use of the Stabilization Fund has been used as an offset
- Assumes 17% increase in assessment for South Shore Regional School (five new students)
- Assumes level-funding for FY 13 health insurance
- 10.99% increase in Retirement Assessment
- No FY 12 appropriation has been recommended for the expired fire union contract on the town side. Steps and contractual increases account for \$130,000.

Revenues

- Local Aid has been decreased by \$78,512.
- Increase in new growth of \$45,000 and Local Receipt of \$115,000
- The Town will use all of its levy capacity as allowed by Proposition 2½ plus an additional \$2.2 million as a result of the May 2011 operating budget override approval
- \$500,000 of Free Cash has been reserved after capital to mitigate any variations to the financial forecast for FY 13 and/or unexpected costs for the remainder of FY 12 (i.e. snow deficit).
- The wind turbine is expected to be operational in the late spring, and at the same time construction of the solar array at the landfill will begin. This revenue has not been used in any way to balance the FY 13 budget as it is too early to determine with any reliability and officials are strongly cautioned not to use this as an FY 13 offset.

Overall, unrestricted departmental submissions resulted in *requested* FY 13 budgets of \$15,252,177, a **\$694,695** increase over FY 2012.

In making determinations about recommended budgets, the Town Administrator considered the needs of each department, any cumulative effect of prior year reductions in line items, the identified goals to work on in FY 13, and the overall performance and ability of the departmental manager. In short, demonstrable management ability factored into recommending additional resources for new initiatives or programs. As part of the overall management plan for the Town, there are certain goals that the Town Administrator directs the department to pursue and these initiatives need to be supported with resources allocated in the budget as well.

As in the past, multi-year prior expenditure histories were reviewed to determine historical costs. Nevertheless, this resulted in a recommended budget that represents reductions to departmental requests of **\$283,415**. While a number of new departmental budget requests were funded, many were not. These included increasing nursing hours in the Board of Health, adding an additional heavy equipment operator in the Highway Department and expanding personnel in the library.

Significant Budget Items of Note

These items are discussed in further detail in the budget section line item

Override

Town voters approved a \$2.2 million operating override in May 2011. This override allocated \$1.5 million to the school department for such items as staff positions and technology and curriculum improvements, and \$700,000 for identified town-side needs detailed as follows:

- *Town Building Needs and Safety Improvements.*
Funds for security measures for safeguarding of funds and personnel, upgrades and retrofits in Town Hall and town-wide equipment replacement
\$100,000 Town Hall basement retrofit/storage
- \$50,000, Fire Overtime.
- \$100,000, Two Police Officers
- \$60,000, Support Staff and Training
- \$400,000 Road and Seawalls

All of the above items have been funded in the FY 13 budget to remain true to voters' wishes.

Buildings and Facilities: Capital and Maintenance Needs

CPC funding this year allowed the Town to engage a firm to conduct a feasibility study for Gates School. It is anticipated that a preliminary report will be available for town meeting members relative to future uses of this facility. The study is to look at the future of Gates as a building both structurally and functionally as well as appropriate future use potential as a middle school or community center. As of late there has been much discussion about Gates School. In FY 11, the Town Administrator's recommended budget included \$200,000 for a study of Gates. This funding had to be cut by the Board because of budget constraints. In FY 11, funds were again tight and funding was requested through CPC because of the historical nature of the main portion of Gates. Despite recent reports, the school has been very much "on the table" with town officials and has not been neglected in the context of all town and school needs. However, Gates cannot be considered in a vacuum; the Town has overwhelming needs in its public facilities that include the Senior Center, police and fire buildings, Town Hall and library. These challenges, and a recommended plan to begin to address them, are detailed in the narrative section of the Capital Improvement Plan. In addition, regular building maintenance and economies of scale can be improved as well. However, the Town lacks the personnel to manage in this area and the lack of devoted staff for these needs has in part contributed to our present dilemma. The FY 13 budget funds a Facilities Manager position. This is the number one priority on the town-side for FY 13.

The Town has made great strides in being a leader in energy efficiency with our Green Communities status, ESCO project, Solarize Mass and solar and turbine projects. These initiatives come in addition to the void that existed previously relative to adequate maintenance and oversight of our buildings. Further, the FY 13 capital plan also includes recommended funding for building needs and someone is needed to oversee and facilitate this work as well.

The initiatives and projects we have, and will put in place, along with routine building operations, will languish and suffer in the absence of a dedicated individual to address them and if not addressed we will need to scale back on our current efforts.

Last, the Pier 44 Building Options and Feasibility Study Committee will be recommending potential uses for this site. Since September, the building has been open for public use and has met with widespread approval. But again, this is another building among the more than five dozen facilities and structures we now manage.

Veterans Services

Expanded provision of benefits, extensions of international conflicts and trying economic conditions for veterans have once again resulted in a significant increase (\$30,000) in Veterans Benefits appropriations over FY 12 funding which doubled (\$25,000) over FY 11. This trend is not expected to decrease. Our claims-eligible veterans have increased. In November, the Board of Selectmen executed an Inter-Municipal Agreement with the Town of Hingham to create a Veterans District. This will insure a much improved level of service for our eligible veterans. While 75% of support benefits are reimbursable from the Commonwealth, costs must be funded upfront and reimbursements are lag almost 18 months behind. Even these budgetary increases may not be sufficient for FY 13, and we may have an additional shortfall.

Technology

In April 2011, the Town hired its first information technology director, Bill Sheehan. In a remarkably short period of time, Mr. Sheehan has identified and fixed a number internal weaknesses and vulnerabilities in our systems while at the same time saving considerable expense by streamlining vendors, services and agreements. The Board of Selectmen has identified continued progress in technology as one of its key FY 13 goals. As a result, the FY 13 technology budget reflects this directive and tackles a number of items including, but not limited to:

- Online access in Assessors Office for parcel information
- Secure virtual private networks (VPN's) for all off-site town departments
- Replacement of outdated computers in the library and town departments

New Programs and Services

The recommended budget allocates new funds for the following:

- Funding for flu vaccines in the Board of Health
- Two summer seasonal help positions in Highway and Public Grounds
- Facilities Manager position
- Funds for increased law enforcement at New Inlet (the "Spit")
- Additional funding for maintenance and repair for Town historic buildings
- Funds for care of new islands and medians
- \$5,000 for Economic Development Commission to investigate expansion of tax base

- Increase in funding for tax title filings

Personnel and Collective Bargaining Agreements

The Town still has one unsettled union contract in the fire department. This contract expired in June 2009. The issue is before the Joint Labor Management Committee and will not be decided until spring of 2012 at best. No appropriation has been made in this budget for any settlement and any attendant costs will need to be absorbed by the Fire Department in other ways.

The Laborers' contract (DPW employees) expires on June 30, 2012 and hopefully this contract will be settled early in FY 13, if not before. All other town-side contracts extend through FY13 with 2% wage increases for all units. The six school department contracts expire on June 30, 2012. Long-term contracts provide stability and predictability for the Town's budget.

In January, interviews will be conducted to fill up to four police officer positions and several permanent intermittent positions. This represents a major step in increasing the complement of the force, which has been understaffed for many years despite increases in incidents and call volume, and is another budget priority.

Enterprise Funds

The Town continues its aggressive program of improving and/or expanding water and sewer infrastructure. With the Town's bond issuance last May, debt service in these funds significantly increased. The Town Administrator's financial policy guidelines for Enterprise Fund Retained Earnings require a balance of between \$300,000 and \$500,000. This threshold becomes a bit more challenging with debt service and although funding has been recommended, it is less than in prior fiscal years.

Sewer Enterprise. The Board voted to increase sewer rates for FY 12. FY 13 rates have not as yet been determined.

Water Enterprise. The Board of Selectmen has committed to a 5% annual increase in water rates to address needs in that department. Most of this annual increase now goes to debt service from prior authorized projects.

Widow's Walk. The economic downturn has affected the golf industry as well. All retained earnings for the course were expended by June 30, 2011. The Board of Selectmen has voted an increase in golf fees for FY 13 based on projected revenue shortfalls. However, with the variability of weather and patronage, it is not known if the will result in the course being in the black by year's end.

Capital Improvement Plan (CIP)

The second year of the CIP continues the momentum established in the roll-out of the plan last year. It contains Town Administrator's recommended projects based on a formalized and objectively-based rating system and an attendant finance structure to fund them. The plan uses a

combination of debt service with pay-as-you go funds such as Free Cash, interest from Stabilization and retired debt surplus. In order for the CIP to be successful, and as noted in this space last year, FY 13 General Fund revenue has been allocated for capital and this is included in the revenue and expense assumptions. Additional information is provided in the CIP and it should be referenced for more specifics.

Summary

As this budget is prepared seven months in advance of the fiscal year, the numbers are subject to change and we are making assumptions during a snapshot in time. However, our Revenue and Expense Assumptions (included in this document) as well as the more formally reviewed Financial Forecasting Committee projections, provides a rational basis for revenue and expenses outlined in this budget. *It is strongly recommended that the deadlines in the Town Charter be changed to better accommodate the budget cycle closer to that of other communities so that we may capture changes (e.g. local aid and voted health insurance rates) before our April town meeting, instead of after.*

As I try to emphasize each year, this budget document is not simply about dollars, it is about programs, services, activities and people. This defines the overall character of our community and distinguishes us from our neighbors.

Finally, just as FY 13 begins, I will be completing my third year of service in Scituate. I have come to greatly value the work our department heads and support staffs do despite the regular addition of new duties and responsibilities. I also continue to be gratified by the continued support of the Board of Selectmen and the tremendous amount of time each member devotes to his duties as an elected representative of the Town.

In closing, my thanks are extended to those individuals that assist in producing this document: Mary Sancinito, Mary Gallagher and Sheila Manning.

Respectfully Submitted,



Patricia A. Vinchesi
Town Administrator

How to Use this Budget Book

The total town budget is consists of three sections. Sections one and two are contained in this binder. The first section gives an overview of the Town's organization and current staff levels. It also contains information on the Town's budget process and includes detailed graphs and charts outlining its financial position.

The second section contains individual departmental budgets. These requests include goals and objectives identified by the department head for the coming fiscal year. Effective in FY 12, each

department head's performance in meeting their stated goals and objectives is evaluated and those that exceed in this area are eligible for additional merit awards.

The departmental budgets are further broken into various sections that give staff the opportunity to discuss major budget components, risks and challenges, and departmental accomplishments during the past year. Along with the budgetary line items, narrative detail is included as to what specific line items are used for, and revenue, other than from taxation, is itemized.

Most important, the second section discusses the priorities identified by the department head for operations, staffing, programs, services and activities. Summary sheets for departmental requests are included with each budget. Specific line item detail for departmental budgets is available upon request and will be available during that department's budget review.

The third and final section of the town budget is the Capital Improvement Plan (CIP) with FY 13 Town Administrator-recommended projects and funding. The CIP is an entirely separate document that not only contains departmental requests for FY 13, but for FY 14 to FY 17 as well. This is the Town's five-year rolling capital plan and contains supplemental information about each project. The project rating for out years is included for the first time.

FISCAL YEAR 2013 BUDGET AND CAPTIAL REVIEW TIMETABLE

The Town Administrator will conduct an in-depth review of each line item with an emphasis on full explanations for all requested expenditures. A request for funds without adequate explanation may not be funded and the line item reduced.

This is the proposed schedule for review of your departmental budget with the Town Administrator, Board of Selectmen, Advisory Committee and Capital Planning Committee.

<u>DATE</u>	<u>ITEM/OBJECTIVE</u>	<u>CHARTER/BYLAWE REF.</u>
10/28/11	Budget Instructions & Forms to Boards and Departments	Art. 4, Sec. 4-2 Art. 6, Sec. 6-4
11/09/11	Charter date Selectmen submit capital budget to Advisory Committee	Art. 6, Sec. 6-6c (five months before ATM)
11/15/11	Board of Selectmen Votes budget calendar	
11/18/11	Capital Budgets Due to Town Administrator	Art. 4, Sec.4-2, f Art. 6, Sec. 6-4
12/02/11	Departmental Budgets Due to Town Administrator	
12/05/11- 12/09/11	Budgets reviewed with depts, edited and compiled by Town Administrator/Town Accountant	
12/06/11	Board of Selectmen Open Warrant	
12/30/11	Budget & Supporting Materials Distributed to Board of Selectmen Advisory Committee & Capital Planning Committee	Art. 6, Sec. 6-5
12/09/11	Departmental Non-Monetary Article Requests submitted to Town Administrator	Art. 4, Sec. 4-2, e
01/03/12	Town Administrator presents FY 13 Town Operating & Capital Budgets To Board of Selectmen	Art. 4, Sec. 4-2, f Art. 6, Sec. 6-2
01/03/11- 2/21/12	Board of Selectmen, Advisory Committee Review Departmental Operating &	Art. 6, Sec.6-5 Art. 6, 6-6,b

Capital Budgets

<u>DATE</u>	<u>ITEM/OBJECTIVE</u>	<u>CHARTER/BYLAW REF.</u>
01/05/12- 02/23/12	Capital Planning Committee Review of Town Administrator Recommended Capital Requests	
12/20/11	Board of Selectmen Closes Warrant	
01/03/12	Board of Selectmen Reviews Non-Monetary Article Requests	Art. 3, Sec.3-2b
01/26/12	Financial Forecasting Committee Quarterly Calendar Year 2011 Forecast Due	Art. 6, Sec.6-7, b
02/03/12	Charter date for Capital Planning Committee Recommendations Due	Art. 6, Sec. 6-6,d
02/09/12	Bylaw date Board of Selectmen Submits warrant articles to Advisory Committee.	Bylaws Sec. 20120 Bylaws Sec. 20720, C
02/21/12	Board of Selectmen Votes Operating and Capital Articles, Signs Warrant, forwards to Advisory Committee	Art. 6, Sec. 6-6, d Art. 2, Sec. 2-5, c
03/02/12	All articles approved by Advisory Committee	Art. 6, Sec. 6-6,d Bylaws, Sec. 20120
03/02/12	Warrants Delivered to Scituate Mariner	ATM and STM
03/08/12	Warrants Published in Scituate Mariner	ATM and STM
03/27/12	Advisory Committee Report Available to residents with Capital and Financial Forecasting Reports	Bylaws, Sec. 10440 Art. 6, Sec. 6-6,e Art. 6. Sec. 6-7,b
	Board of Selectmen and Advisory Committee Public Hearing on the Budget	Art. 6, Sec. 6-5 Bylaws 20720, C
03/26/12	Statutory Deadline for Posting of Special Town Meeting Warrant	MGL Chap. 39, Sec. 9
04/02/12	Statutory Deadline for Posting of Annual Town Meeting Warrant	MGL Chap. 39, Sec. 9
04/09/12	2011 Annual and Special Town Meeting	Art. 2, Sec. 2-4 Bylaws Sec. 20100

Board of Selectmen
Review with Dept. Head

*

01/03/12

Assessors
Town Clerk
Advisory Committee
Reserve Fund
Town Accountant
Widow's Walk
Planning
Inspections
ZBA

01/17/12

Conservation
Fire
Police
Animal Control
Selectmen
Town Administrator
Administration
Insurance (General &
Unemployment)
Workers' Compensation
Veterans

01/24/12

Shellfish
Waterways Enterprise
DPW
Snow and Ice
Street Lights
Water Enterprise
Sewer Enterprise
Transfer Station

02/07/12

Beautification
Historical
Council on Aging
Recreation
Library
Health
Disability Access
Capital Budget Review

02/18/12

South Shore Regional VTHS
School Department
Treasurer/Collector
Health Insurance
Pension/Non Contrib.

Advisory Committee
Review with Departments

*

01/05/12

Assessors
Town Clerk
Town Accountant
IT
Planning
Inspections
ZBA
Widow's Walk

01/19/12

Conservation
Fire
Police
Animal Control
Selectmen & Town
Administrator, admin
Insurance, Workers
Comp., Veterans

01/26/12

Shellfish
Waterways
DPW
Snow and Ice
Street Lights
Water Enterprise
Sewer Enterprise
Transfer Station

02/09/12

Beautification
Historical
Council on Aging
Recreation
Library
Health
Disability Access
Capital Budget Review

02/23/12

South Shore VTHS
School Department
Treasurer/Collector
Health, FICA,
Pension, Non Contrib./ Debt

Capital Planning
Review with Depts.

**

01/04/12

Town Clerk
IT
Widow's Walk
Conservation
Planning
Inspections

01/18/12

Conservation
Fire
Police
Selectmen
Town Administrator
Administration
Veterans

01/25/12

Waterways
DPW
Snow and Ice
Streetlights
Water Enterprise
Sewer Enterprise
Transfer Station

02/08/12

Historical
Council on Aging
Recreation
Library
Health

02/22/12

School Department
Treasurer/Collector

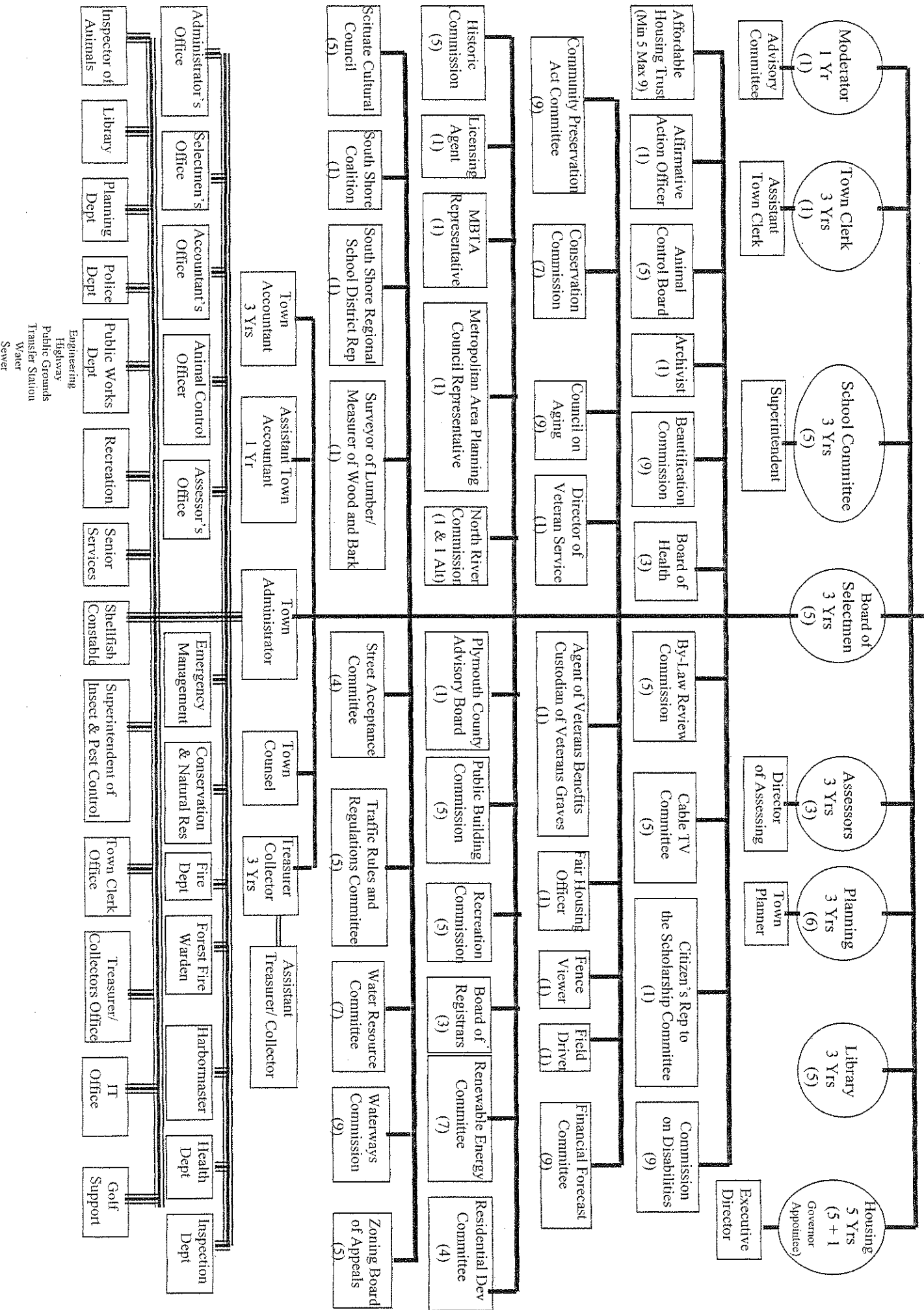
*Meetings start at 7:00

** Meetings start at 6:00

FICA
Debt and Interest
Tax Foreclosure

PAV;10/11

Voters



Town Organization Summary by Department

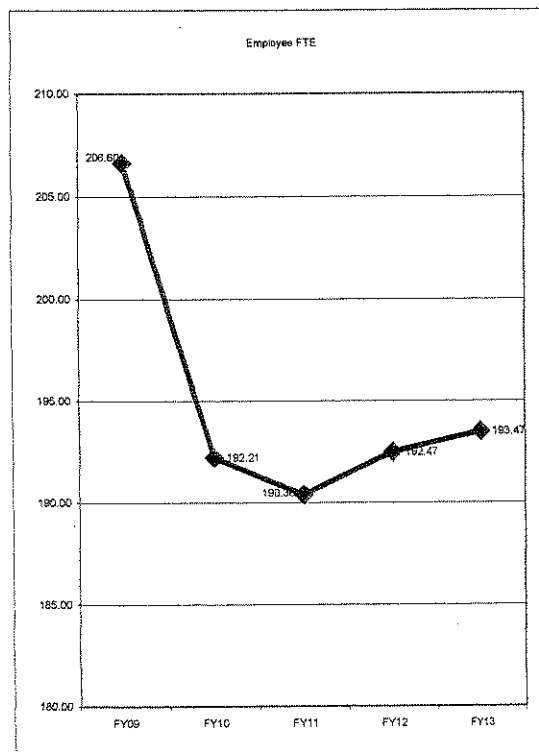
Accounting	Mary J. Gallagher, Town Accountant
Assessor	Steve Jarzembowski, Director of Assessing
Building	Neil F. Duggan, Building Commissioner & Zoning Enforcement Officer
Treasurer/Collector	Jane Cuniff Lepardo
Chief Procurement Officer	Patricia A. Vinchesi
Conservation	James O'Connell, Conservation & Natural Resources Officer
Emergency Management	Richard A. Judge, Emergency Mgt. Director
Harbormaster	Mark V. Patterson, Harbormaster
Information Technology	William Sheehan, IT Director
Library	Kathleen P. Meeker, Library Director
Planning	Laura Harbottle, Town Planner
Plumbing	Phillip Von Inderstein
Police	Brian E. Stewart, Chief of Police
Public Health	Jennifer L. Sullivan, Director, Board of health
Public Works	Albert G. Bangert, Superintendent of Public Works
Recreation	Jennifer M. Vitelli, Recreation Director
Shellfish Constable	Joseph H. Strazdes
Town Administrator	Patricia A. Vinchesi
Town Clerk	Bernice Brown
Veterans Services Officer	Donald S. Knapp
Widow's Walk Golf Course	Robert Sanderson, Director of Golf
Wiring	Walter R. Faria, Wiring Inspector

Town Dept Staffing Levels FY09 - FY13 Proposed

	Proposed				
	FY09	FY10	FY11	FY12	FY13
Assessors	3.29	3.29	3.29	3.29	3.29
Board of Health	2.74	2.23	2.23	2.23	2.23
Conservation	2	2	2	2.11	2.11
Council on Aging	4.56	4.71	4.71	4.71	4.71
DPW	1.5	1.5	1.5	1.5	1.5
Engineering	3.5	3.5	3.5	3.5	3.5
Facility Manager	0	0	0	0	1
Fire	57.48	53.48	52.48	53	53
Harbormaster	3	3	3	3	3
Highway	12	10	10	11	11
Inspections	4.31	4.31	4.31	4.46	4.46
IT	0	0	0	1	1
Library	17.02	15.65	15.65	14.25	14.25
Planning	1.86	1.86	1.86	2	2
Police	37.9	34.7	34.7	32.57	32.57
Public Grounds	10.58	9.58	9	9	9
Recreation	2.71	3.25	3.11	3.39	3.39
Selectmen	1.3	1.3	1.3	1.29	1.29
Sewer	8.57	6.57	7.57	7.57	7.57
Shellfish	1.11	1.11	1	1	1
Town Accountant	3	3	3	3.58	3.58
Town Administrator	2	2	2	2.29	2.29
Town Clerk	2.58	2.58	2.58	2.57	2.57
Transfer Station	4	4	4	4	4
Treasurer/Collector	4.72	4.72	4.72	4.72	4.72
Veterans Agent	0.46	0.46	0.46	0.89	0.89
Water	12.86	11.86	10.86	12	12
Widows Walk	1	1	1	1	1
ZBA	0.55	0.55	0.55	0.55	0.55
	FY09	FY10	FY11	FY12	FY13
Total	206.60	192.21	190.38	192.47	193.47

Difference

	FY13&12	FY12 & 11	FY12 & 10	FY12 & 09
Assessors	0.00	0.00	0.00	0.00
Board of Health	0.00	0.00	0.00	-0.51
Conservation	0.00	0.11	0.11	0.11
Council on Aging	0.00	0.00	0.00	0.15
DPW	0.00	0.00	0.00	0.00
Engineering	0.00	0.00	0.00	0.00
Facility Manager	1.00	0.00	0.00	0.00
Fire	0.00	0.52	-0.48	-4.48
Harbormaster	0.00	0.00	0.00	0.00
Highway	0.00	1.00	1.00	-1.00
Inspections	0.00	0.15	0.15	0.15
IT	0.00	1.00	1.00	1.00
Library	0.00	-1.40	-1.40	-2.77
Planning	0.00	0.14	0.14	0.14
Police	0.00	-2.13	-2.13	-5.33
Public Grounds	0.00	0.00	-0.58	-1.58
Recreation	0.00	0.28	0.14	0.68
Selectmen	0.00	-0.01	-0.01	-0.01
Sewer	0.00	0.00	1.00	-1.00
Shellfish	0.00	0.00	-0.11	-0.11
Town Accountant	0.00	0.58	0.58	0.58
Town Administrator	0.00	0.29	0.29	0.29
Town Clerk	0.00	-0.01	-0.01	-0.01
Transfer Station	0.00	0.00	0.00	0.00
Treasurer/Collector	0.00	0.00	0.00	0.00
Veterans Agent	0.00	0.43	0.43	0.43
Water	0.00	1.14	0.14	-0.86
Widows Walk	0.00	0.00	0.00	0.00
ZBA	0.00	0.00	0.00	0.00
Total	1.00	2.09	0.26	-14.13



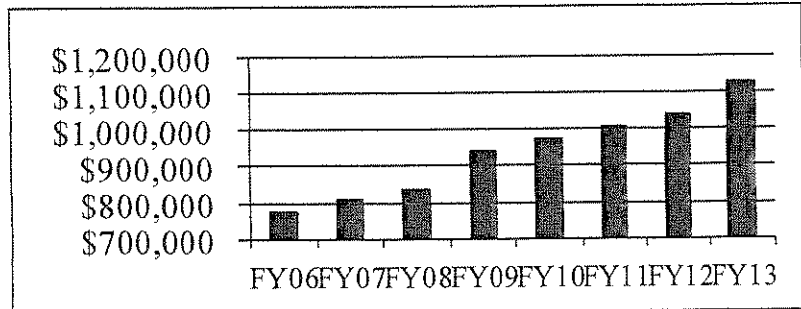
TOWN OF SCITUATE
FY 2013 BUDGET ASSUMPTIONS
 As of December 22, 2011

REVENUE ASSUMPTIONS

1. Levy Limit

The Town is allowed to increase its tax levy limit 2.5% from the previous year's base. This will increase the limit in FY 13 by \$ 1,128,773.

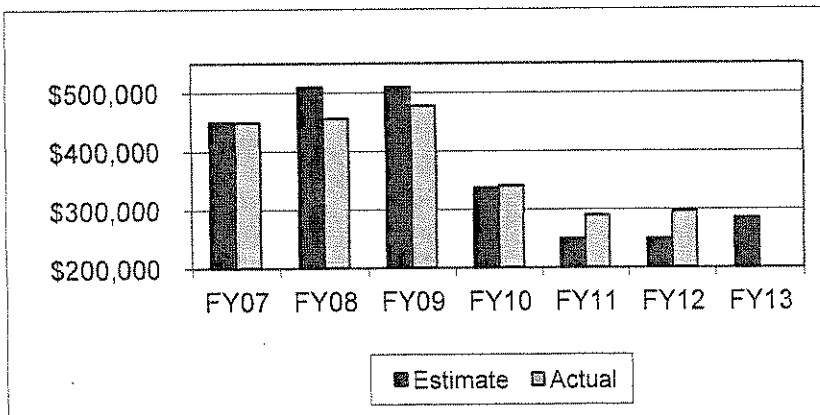
FY12	\$1,040,340
FY 11	\$1,007,833
FY 10	\$ 974,994
FY 09	\$ 939,576
FY 08	\$ 838,673
FY 07	\$ 807,252
FY 06	\$ 775,592



2. New Growth

FY 13 new growth is estimated to be \$ 285,000.00

New Growth	Estimate	Actual
FY 12	\$ 260,000	\$ 296,981
FY 11	\$ 250,000	\$ 290,389
FY 10	\$ 337,500	\$ 340,459
FY 09	\$ 510,000	\$ 477,143
FY 08	\$ 510,000	\$ 455,725
FY 07	\$ 450,000	\$ 449,578
FY 06	\$ 500,000	\$ 490,833

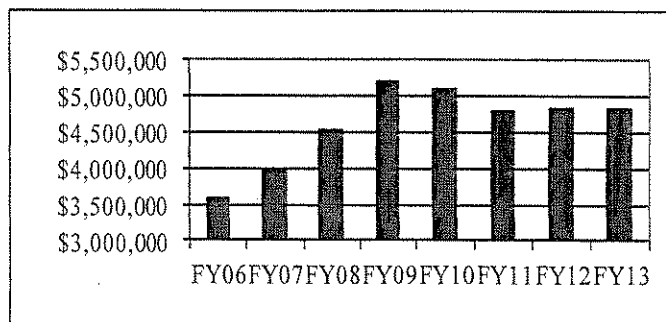


Trend: It is expected that growth will continue to recover moderately through FY 2014. Year-to-date building activity is favorable.

3. Chapter 70 Aid is estimated to be reduced because stimulus funds will no longer be available; however this may change. The FY 13 amount as of 12/22/11 is estimated to be \$ 4,832,136 which is level-funded from FY 12.

FY 12	\$ 4,832,136
FY 11	\$ 4,806,334
FY 10	\$ 5,104,541
FY 09	\$ 5,208,715*
FY 08	\$ 4,529,951
FY 07	\$ 3,965,346

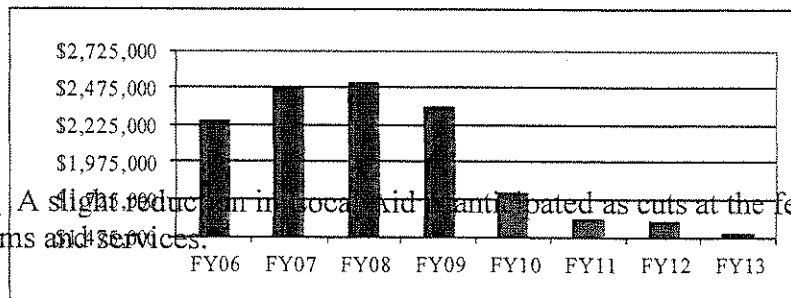
* In FY 09 American Recovery and Reinvestment Act (ARRA) funds were applied as a grant to supplement Chapter 70 payments from the Commonwealth in the amount of \$547,771.



Trend: FY 13 revenues are expected to remain level. It is an election year and this will impact the decision to vote any reductions.

4. Unrestricted Aid (formerly Lottery Aid and Additional Assistance)

	<u>Unrestricted Aid</u>		
FY 13	\$1,500,000		
FY 12	\$1,578,512		
FY 11	\$1,701,540		
FY 10	\$1,772,437		
	<u>Lottery Aid</u>	<u>Additional Assistance</u>	<u>Total</u>
FY 09	\$ 1,469,986.00	\$ 875,037.00	\$ 2,345,023
FY 08	\$ 1,628,696.00	\$ 875,037.00	\$ 2,503,733
FY 07	\$ 1,607,467.00	\$ 875,037.00	\$ 2,482,504
FY 06	\$ 1,376,394.00	\$ 875,037.00	\$ 2,251,431

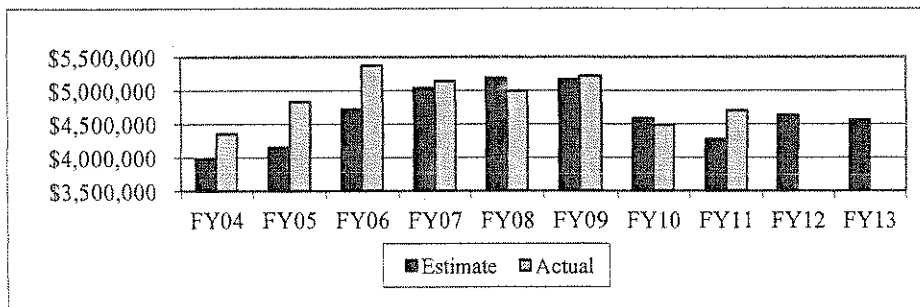


Trend: A slight reduction in local aid is anticipated as cuts at the federal level may reduce programs and services.

5. General Fund Receipts

In FY 12 General Fund Receipts increased by \$357,903 to \$4,634,681.

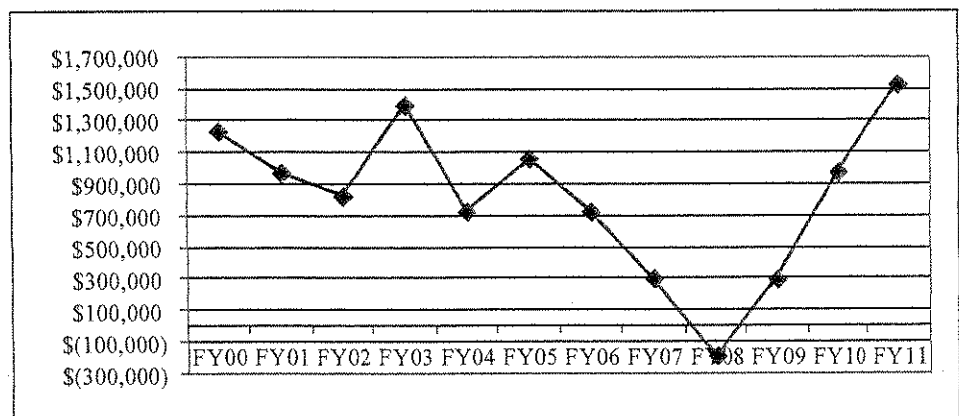
	Estimated	Actual	Variance (+ or -)
FY 13	\$4,565,000		
FY 12	\$4,634,681		
FY 11	\$4,276,778	\$4,702,426	\$ 425,648
FY 10	\$4,589,063	\$4,486,115	\$(102,948)
FY 09	\$5,168,792	\$5,217,955	\$ 49,163
FY 08	\$5,188,506	\$4,996,497	\$(192,009)
FY 07	\$5,039,270	\$5,138,939	\$ 99,669
FY 06	\$4,722,199	\$5,375,970	\$ 653,771
FY 05	\$4,153,348	\$4,835,603	\$ 682,255
FY 04	\$3,980,602	\$4,356,942	\$ 376,340



Trend: FY 11 General Fund Receipts increased in motor vehicles, municipal lien certificates, and a Bond Premium. Second quarter receipts will be analyzed after the first of the year. A good portion of FY 11 General Fund Receipts were as a result of one-time occurrences, such as the Bond Premium so continued conservatism is followed here.

6. Certified Free Cash (Undesignated Fund Balance)

FY 11	\$ 1,528,822
FY 10	\$ 976,826
FY 09	\$ 293,677
FY 08	\$ (189,322)
FY 07	\$ 302,274
FY 06	\$ 725,852
FY 05	\$ 1,063,518
FY 04	\$ 725,976
FY 03	\$ 1,399,184
FY 02	\$ 824,415
FY 01	\$ 972,405
FY 00	\$ 1,236,316



Trend: Prior to FY 11, the Town traditionally appropriated Free Cash to reduce the tax levy which in turn was used to subsidize operating budgets. This resulted in a limited ability to increase reserves and severely limited capital investment possibilities.

Tighter budgeting has increased Free Cash from a negative balance in FY 08 of (-\$189,322) to FY 11 certified Free Cash of \$1,528,822. This was a premeditated effort to increase funds for capital by not using it to fund recurring costs such as the operating budget. This represents a strong positive step in financial management of the Town and is now going to play a huge role in funding pay-as-you go capital for FY 13.

7. Tax Title Collection

Tax Title Collections

	<u>Actual(Tax & Special Assessments)</u>	<u>Interest/Fees</u>	
FY12	292,036	120,846	As of 10/28/11
FY11	371,222	80,692	
FY10	487,299	81,414	
FY09	357,677	121,085	
FY08	212,162	*51,136	
FY07	74,969	11,123	
FY06	80,183	12,731	
FY05	143,859	21,837	
FY04	61,836	16,568	
*new policies			

Deferral Collections

	<u>Actual(Tax & Special Assessments)</u>	<u>Interest/Fees</u>	
FY12	44,362	13,315	As of 10/28/11
FY11	99,669	69,734	
FY10	69,765	30,482	
FY09	86,045	50,129	
FY08	25,051	7,179	
FY07	10,313	699	
FY06	54,910	25,548	
FY05	12,400	4,390	
FY04	15,649	3,042	

Taxes in Litigation

	<u>Actual</u>	<u>Interest/Fees</u>
FY12		
FY11	0	0
FY10	0	0
FY09	0	0
FY08	0	0
FY07	0	0
FY06	0	0
FY05	2,455	2,242

Trend: The Town continues its aggressive stance with collecting tax titles and pursuing foreclosures and the budget for this has been increased in both FY 12 and FY 13.

8. Medicaid Reimbursement

Medicaid Reimbursements	Estimated	Actual (Net)	Variance
FY 13	\$ 90,000		
FY 12	\$ 90,000		
FY 11	\$100,000	\$123,342	\$23,342
FY 10	\$160,972	\$ 97,600	(\$ 63,372)
FY 09	\$141,763	\$160,972	\$ 19,209
FY 08	\$184,848	\$141,763	(\$ 43,085)
FY 07		\$187,848	
FY 06		\$113,611	
FY 05		\$ 97,715	
FY 04		\$ 50,154	

Trend: It is anticipated that this revenue will continue to be inconsistent and not return to the number seen three to four years ago.

9. Wind Turbine Revenue

Over four years in the making, the wind turbine located at the Town's Wastewater Treatment Plant on the Driftway is expected to be operational in March of 2012. A revolving fund was approved by Town Meeting to handle the revenues and expenditures of generating from this project. The project is intended to subsidize electrical costs for all public facilities. FY 13 will be the first full 12 month cycle for revenue and will be tracked in order to make future revenue projections.

10. Solar Array Revenue

The solar array to be constructed at the Town's capped landfill on the Driftway begins construction in the spring of 2012. It is anticipated that some revenue will be received in FY 13. A revolving fund for this project was approved by voters at town meeting and the revenue received will be used to further subsidize electricity costs for all public facilities. Both the solar array and wind turbine, when fully operational, are expected to provide over 60% of the Town's power needs.

EXPENSE ASSUMPTIONS

1. A balanced budget is required by law.

2. Collective Bargaining/Non-Union Staff

Of the 11 bargaining units in Town (five Town, six school) the contract status is as follows:

A 1% wage increase in the TOSCA contract is	\$ 13,129	Settled through 2013
A 1% wage increase in the Laborer's contract is	\$ 17,662	Settled through 2012
A 1% wage increase in the AMP contract is	\$ 15,337	Settled through 2013
A 1% wage increase in the IBPO contract is	\$ 18,283	Settled through 2013
A 1% wage increase in the IAFF contract is	\$ 25,919	Expired; before JLMC

The School Department has all contracts expiring June 30, 2012.

The Town has 15 non-union staff. A 1% wage increase for this group is: \$10,409
An arbitrated decision from the Joint Labor Management Committee (JLMC) relative to the fire union contract is anticipated for FY 13. No funds have been allocated for any settlement. The Town pattern for contracts for FY 10-13 is 0%, 2%, 2%, 2% (TOSCA/AMP) or less (0%, 0%, 2%, 2% (police), 0%, 1%, 2% (DPW)).

3. Net School Spending:

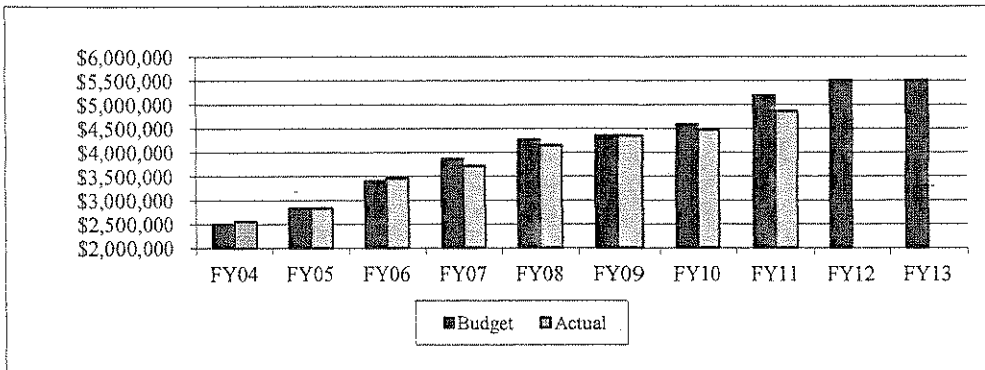
The Town of Scituate Net School Spending amount as budgeted for FY 11 exceeded the minimum amount required under the education reform formula by \$4,099,377.

4. Contributory Health and Life Insurance

The cost of health and life insurance plans for active and retired employees is not certain at this time. As a result of new legislation (MGL Chapter 21-22a), discussion about major changes in plan design for active and retired employees is now underway. While it is anticipated this will result in some FY 13 cost savings, the budget has been level-funded for FY 13. Our health care provider, Mayflower Municipal Health Care Group (MMHCG) will provide projected rates sometime in January of 2012. In FY 12 a 6.07% increase was assumed and in FY 11 the increase was \$385,714 (8.6%). In FY 10 the increase was 2.8%.

	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>
FY13	5,508,907		
FY12	5,508,907		
FY11	5,193,724	4,880,286	313,438
FY10	4,586,242	4,474,572	111,670
FY09	4,353,000	4,351,147	1,853
FY08	4,272,554	4,145,935	126,619
FY07	3,866,882	3,716,529	150,353

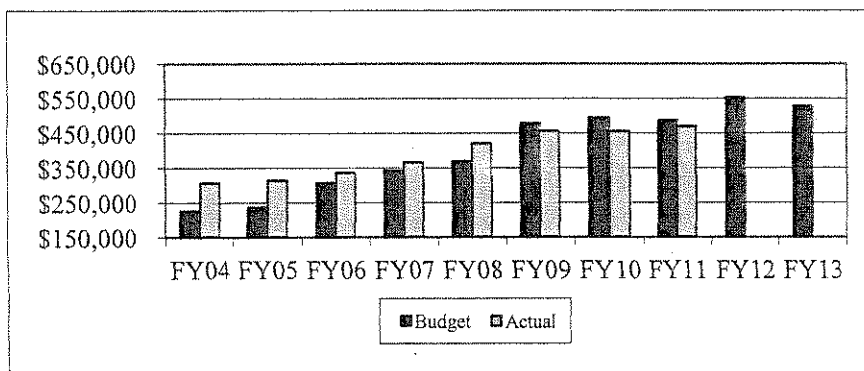
FY06	3,398,250	3,452,726	(54,476)
FY05	2,837,000	2,837,000	0
FY04	2,500,000	2,556,014	(56,014)



Trend: Budgetary projections are challenging because rates can be set after our April Town Meeting (as was the case in FY 10 and in FY 11). Fluctuations throughout the year in the total enrolled census also have an impact. New state legislative changes (MGL CHAPTER 32B, Section 21-22 (a)) will also impact this line item.

5. Medicare/FICA

	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>
FY13	528,423		
FY12	552,876		
FY11	487,000	469,321	17,679
FY10	494,266	456,025	38,241
FY09	479,266	456,514	22,752
FY08	370,000	420,846	(50,846)
FY07	343,000	366,255	(23,255)
FY06	308,000	336,356	(28,356)
FY05	237,000	314,263	(77,263)
FY04	226,000	306,781	(80,781)



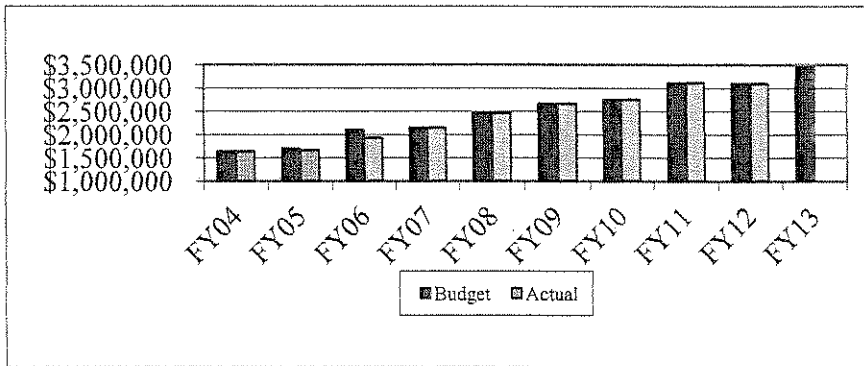
Trend: This line item has decreased and fluctuates with the total town/school employee census.

6. Retirement Assessment (Contributory and Non-Contributory)

FY 13 Retirement Assessments will increase \$115,368 (3.6%) to \$ 3,292,005.

Contributory

	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>
FY13	3,444,211		
FY12	3,103,047	3,103,047	0
FY11	3,118,030	3,118,030	0
FY10	2,758,350	2,758,350	0
FY09	2,668,612	2,668,612	0
FY08	2,464,168	2,464,168	0
FY07	2,153,248	2,153,248	0
FY06	2,104,099	1,929,160	174,939
FY05	1,698,327	1,668,172	30,155
FY04	1,640,908	1,640,908	0



Non Contributory

	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>
FY13	62,979		
FY12	73,590		
FY11	88,094	80,878	7,216
FY10	87,094	86,320	774
FY09	107,000	84,557	22,443
FY08	105,000	89,208	15,792
FY07	102,462	95,156	7,306
FY06	94,700	91,380	3,320
FY05	113,161	104,978	8,183
FY04	119,500	103,824	15,676

Trend: Most current retirees are at 5% contribution levels as opposed to the current rate of 9+2%. This will result in increases in significant amounts for the next several years. The Town does avail itself of making a one-time payment (versus semi-annual) to avert additional interest costs from the County which results in considerable savings. The Retirement Assessment is also a function of wages paid. Recently passed pension reform legislation is not anticipated impact this assessment for several years as none of it affects existing employees.

We have three retirees still paid through non-contributory pensions as a result of being enrolled before the current contributory retirement system and this amount increases with cost of living adjustments.

7. Other Post Employment Benefits (OPEB)

Created at the April 2011 Annual Town Meeting, this Fund is a reserve to cover the cost of the unfunded liability of the Town's future health care costs for retirees. That liability is currently \$53,916,330. The Town's financial policy is to allocate 2% of the annual retirement assessment into this Fund and the Town Administrator FY 13 recommended budget provides for this.

FY 13 \$68,884

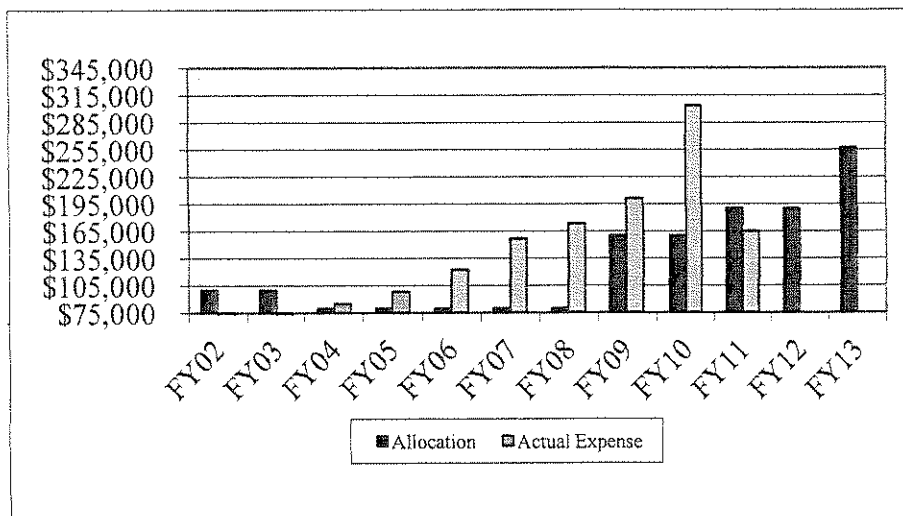
FY 12 \$14,983

Trend: The Town is far behind other localities in allocating funds to this account. For example, the Town of Littleton (population 8,924) has a current OPEB allocation of \$1.5 million.

8. Workers' Compensation

	<u>Allocation</u>	<u>Actual Expense</u>
FY 13	\$ 257,000	
FY 12	\$ 190,000	
FY 11	\$ 285,000	\$ 164,938
FY 10	\$ 160,000	\$ 303,738
FY 09*	\$ 160,000	\$ 201,012
FY 08	\$ 80,000	\$ 173,476
FY 07	\$ 80,000	\$ 156,587
FY 06	\$ 80,000	\$ 122,407
FY 05	\$ 80,000	\$ 98,220
FY 04*	\$ 80,000	\$ 84,865
FY 03	\$ 100,000	\$ 57,974
FY 02	\$ 100,000	\$ 51,720

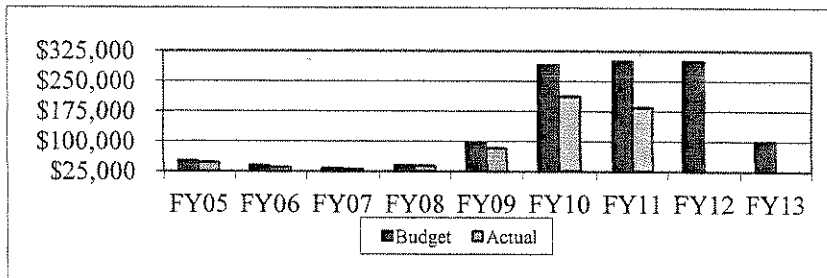
* Line of Duty included in expenditures included from FY 04 to FY 09.
Separate insurance now.



Trend: Before FY 11 this account was under-funded. An accounting change for FY 11 will help mitigate costs going forward, however the cost obligations for this Fund will continue to be high based on settled claims prior to FY 10. Stop/Loss coverage will guard against substantial medical claims. The goal is to have the Fund Balance sufficient enough such that the interest generated can pay the premium and other administrative costs. For a community this size, the Fund Balance should be about \$750,000. At the end of FY 11, an additional \$85,000 was transferred into this Fund from excess monies in the health insurance line item. In addition to the annual recommend budgetary amount for FY 13, the Town Administrator has recommended an additional appropriation of approximately \$67,000 from Free Cash.

9. Unemployment

	Appropriated	Actual	Variance
FY 13	\$100,000		
FY 12	\$300,000	\$	\$
FY 11	\$300,000	\$184,232	\$115,768
FY 10	\$290,000	\$211,607	\$ 78,393
FY 09	\$ 96,000	\$ 83,600	\$ 12,400
FY 08	\$ 40,000	\$ 39,461	\$ 539
FY 07	\$ 33,000	\$ 30,549	\$ 2,451
FY 06	\$ 39,775	\$ 35,262	\$ 4,513
FY 05	\$ 51,699	\$ 47,186	\$ 4,513



Trend: This fund was increased in FY 11 and 12 in anticipation of layoffs. Expenditures this year are below prior years and within budget. A substantial reduction is recommended for FY 13 and some relief may be had for FY 12 as well that may be available at fiscal year-end for other budgetary purposes.

10. Special Education

	<u>Outside Placements</u>	<u>Circuit Breaker Reimbursements</u>
FY 12	\$ 2,233,054	\$ 796,799
FY 11	\$ 2,014,783	\$ 366,754
FY 10*	\$ 2,111,352	\$ 406,452
FY 09	\$ 1,900,319	\$ 948,368
FY 08	\$ 2,210,065	\$1,130,603
FY 07	\$ 2,197,483	\$1,010,035
FY 06	\$ 2,087,901	\$ 605,719

* Reflects reduction from 72% to 38%

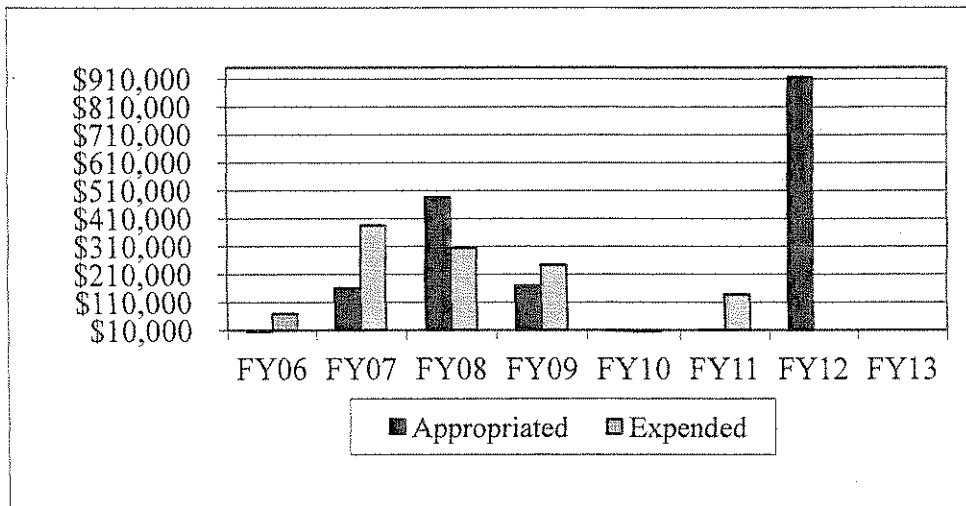
Trend: Costs in this account continue to increase and are expected to do so for the near future.

11. Stabilization Fund

An allocation should be made each year to the Stabilization Fund. Interest earned by the Stabilization Fund will be allocated back into it.

	<u>Appropriated</u>	<u>Interest</u>	<u>Expended</u>	<u>Balance 07/01/11</u>
FY 12	\$ 917,333			\$2,084,463
FY 11	\$ 10,218	\$ 10,527	\$ 138,315	
FY 10	\$ 9,415	\$ 15,814	\$ 0	
FY 09	\$ 169,850	\$ 42,242	\$ 243,942	
FY 08	\$ 486,436	\$ 71,942	\$ 305,000	
FY 07	\$ 162,593	\$ 106,890	\$ 385,000	
FY 06	\$2,065,446*	\$ 75,347	\$ 70,000	

*Beginning Balance



Trend: The Town supported a substantial allocation into the Stabilization Fund at the October 25, 2011 special town meeting. The Fund was also replenished with \$168,000 in funds used for the December 26, 2010 storm for which the Town received no federal or state support. The FY 13 budget does not recommend an additional allocation to the Stabilization beyond the annual warrant article. This is a one-time exception and should not be viewed as a reoccurring option.

12. Reserve Fund

<u>Reserve Fund</u>	<u>Budgeted</u>	<u>Expenditures</u>	<u>Variance</u>
FY 13	\$90,000		
FY 12	\$90,000		
FY 11	\$81,871	\$31,000	\$50,871
FY 10	\$90,000	\$ 81,004	\$ 8,996

FY 09	\$90,000	\$ 90,000	
FY 08	\$90,000	\$ 89,840	\$ 160
FY 07	\$90,000	\$ 86,460	\$ 3,540
FY 06	\$90,000	\$ 90,000	
FY 05	\$90,000	\$ 90,000	
FY 04	\$90,000	\$ 14,540	\$ 75,460

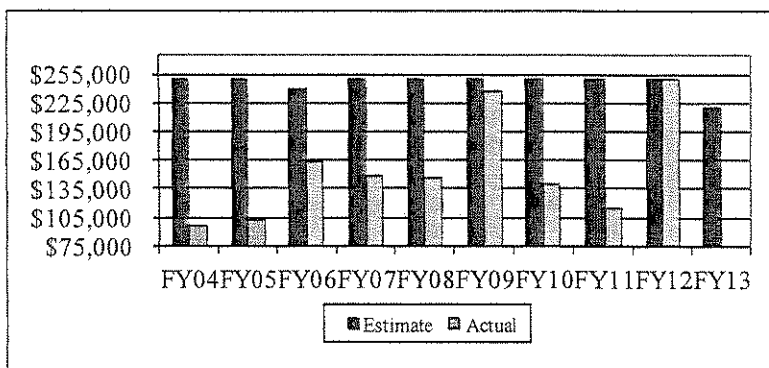
Trend: The Reserve Fund is for emergency or unforeseen events. As predicted here previously, better budgeting would reduce the amount over time and there was a turn-back of \$50,871 for FY 11.

13. Allowance for Abatements/Exemptions

The allowance for abatements and exemptions for FY 2013 will be approximately \$220,000.

Abatements/Exemptions

	Estimated	Raised	Actual
FY 13	\$220,000		
FY 12 *	\$250,000	\$250,000	
FY 11	\$250,000	\$250,000	\$114,741
FY 10	\$250,000	\$250,000	\$139,784
FY 09*	\$200,000	\$250,000	\$237,203
FY 08	\$150,000	\$250,000	\$146,817
FY 07**	\$160,000	\$250,000	\$147,444
FY 06*	\$175,000	\$239,440	\$163,760
FY 05	\$125,000	\$102,140	\$102,140
FY 04	\$100,000	\$250,000	\$ 96,480



Trend: In FY 10 we experienced a decrease in abatement filings compared to the previous fiscal year (62 filings in FY 2010 vs. 150 in FY 2009). Exemption filings by seniors, veteran, etc. are generally consistent from year to year. We do expect an increase in abatement filings as a result of FY 12 being a revaluation year and the override levy for both general operating and debt levied as well. In addition, abatement filings tend to increase in general as a result of economic conditions as well as taxpayer perceptions and misunderstanding regarding the

assessment process. The Town will continue in FY 13 a reserve of \$35,000 for the litigation with the Archdiocese even though the Town prevailed in its challenge earlier this month. The Archdiocese may appeal this decision and is also expected to challenge the valuation of the properties owned here.

* Revaluation year

** Veterans exemption allowance increased.

14. Maturing Debt and Interest*

* Excludes Enterprise Fund debt

General Fund Debt

	<u>Budget</u>	<u>Actual</u>
FY13	1,937,898	
FY12	2,055,490	
FY11	2,276,194	2,235,778
FY10	2,228,430	2,181,743
FY09	2,307,447	2,338,486
FY08	1,534,883	1,585,447
FY07	1,135,089	1,453,354
FY06	994,210	707,530
FY05	1,265,623	546,134
FY04	1,007,078	668,320

Trend: The Town will be floating a bond of approximately xx in March of 2011. In addition, regular investments for a rolling capital plan are expected to commence in FY 12 with an authorization for borrowing that will be funded in FY 13 and forward.

15. General Liability/Property Insurance

	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>
FY13	495,000		
FY12	425,000		
FY11	404,200	404,844	(644)
FY10	460,000	460,000	0
FY09	448,007	444,101	3,906
FY08	447,000	434,288	12,712
FY07	437,572	437,572	0
FY06	426,139	426,139	0
FY05	350,464	350,464	0
FY04	330,000	306,253	23,747

Trend: In FY 11 General Liability Insurance was rebid resulting in a significant decrease in the original appropriation. It is anticipated that this line item will increase significantly in FY 13 as a result of claims for December 2010 storm, and when the coverage is rebid in January of 2012.

14. Capital Improvement Plan

The Town's five-year rolling capital improvement plan requires continued commitment and investment of town funds for schedule maintenance and replacement of equipment, facility maintenance and larger municipal projects. Two percent (2%) of net operating fund revenue will be allocated to the CIP. This is less than most municipalities, however, the Town has lacked a viable plan and is still building a foundation upon which to further build..

PROGRAM ASSUMPTIONS:

Programs, services and staffing should be able to be maintained at current levels for FY 13. However, continued fixed cost increases in pension, OPEB and general liability will continue to offset revenues in future years and may constrain budget allocations. The FY 13 budget, reflecting the community's support through an operating override, has resulted in a greater service level budget than in many previous years.

The availability of funds, prior year identified needs and priorities established by department heads will also be considered. The Town side priority this year is public building maintenance and facilities as well as continuing to build a robust program for short and long-term capital needs.

Long-range budget and strategic planning substantiated by established goals and objectives will continue to guide us and has served us well the past few years.

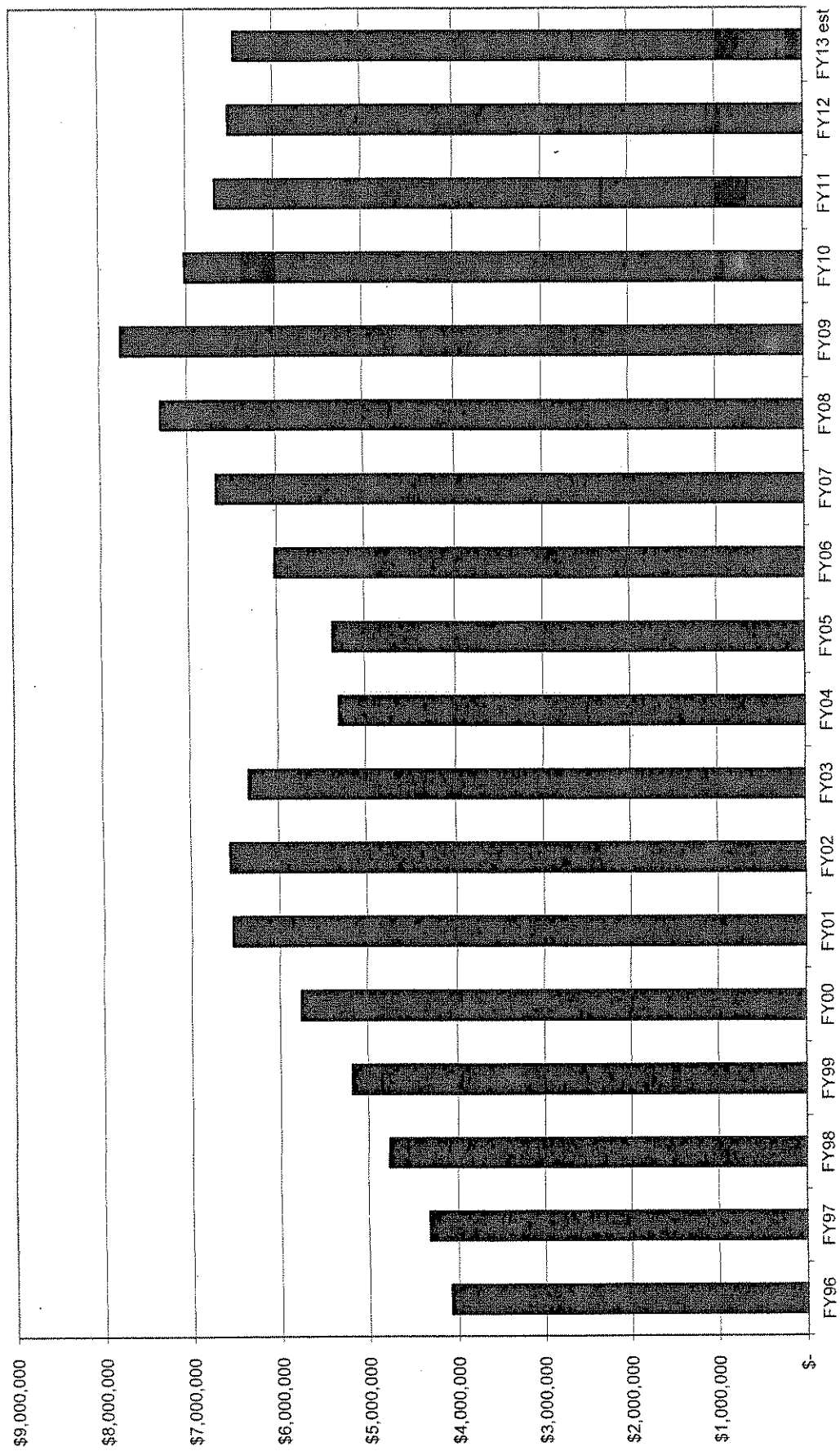
P.A.Vinchesi,
Town Administrator

PAV;12/11

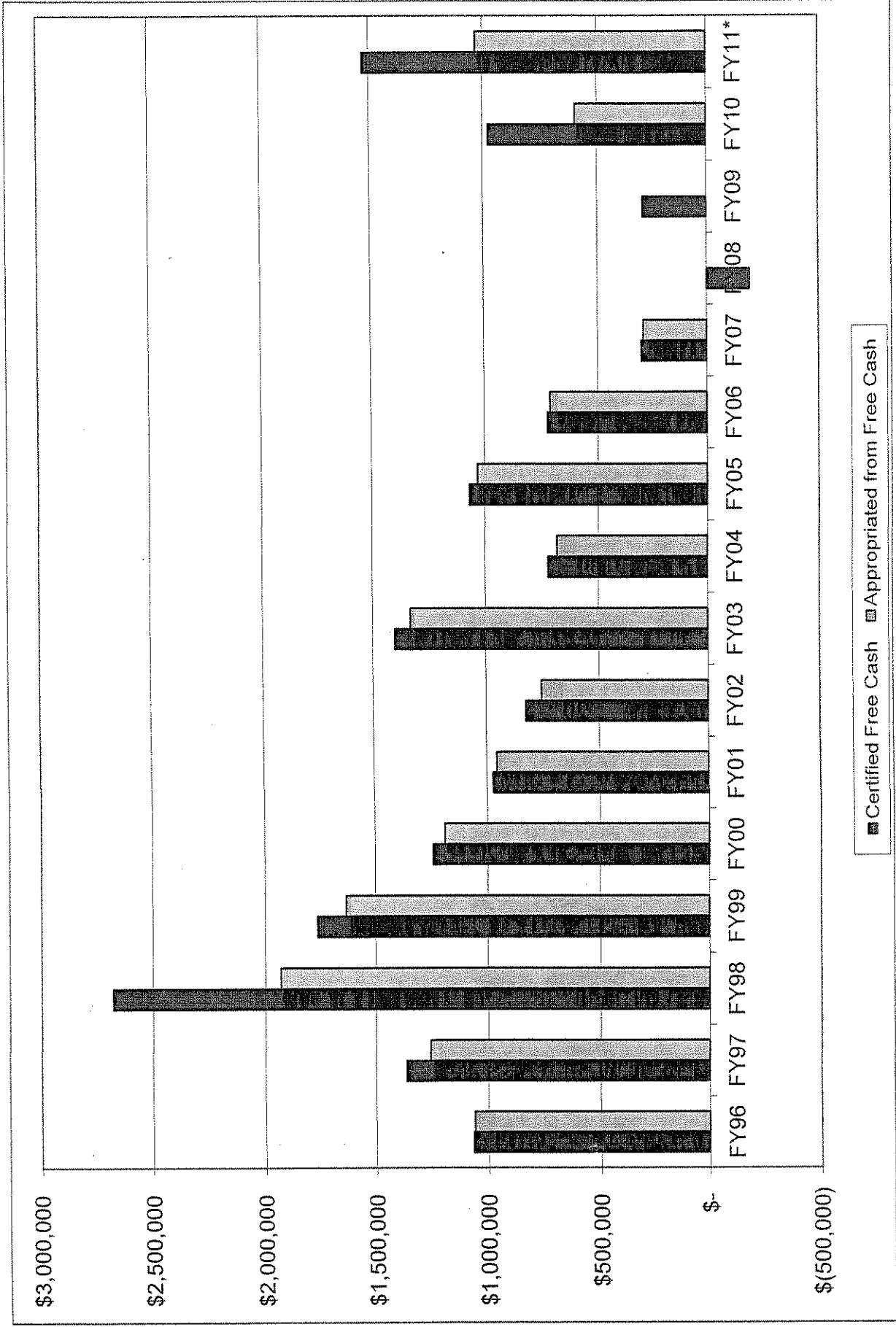
Data provided by:

Mary Gallagher, Town Accountant
Jane Lepardo, Treasurer/Collector
Steve Jarzembowski, Director of Assessing

Projected State Aid

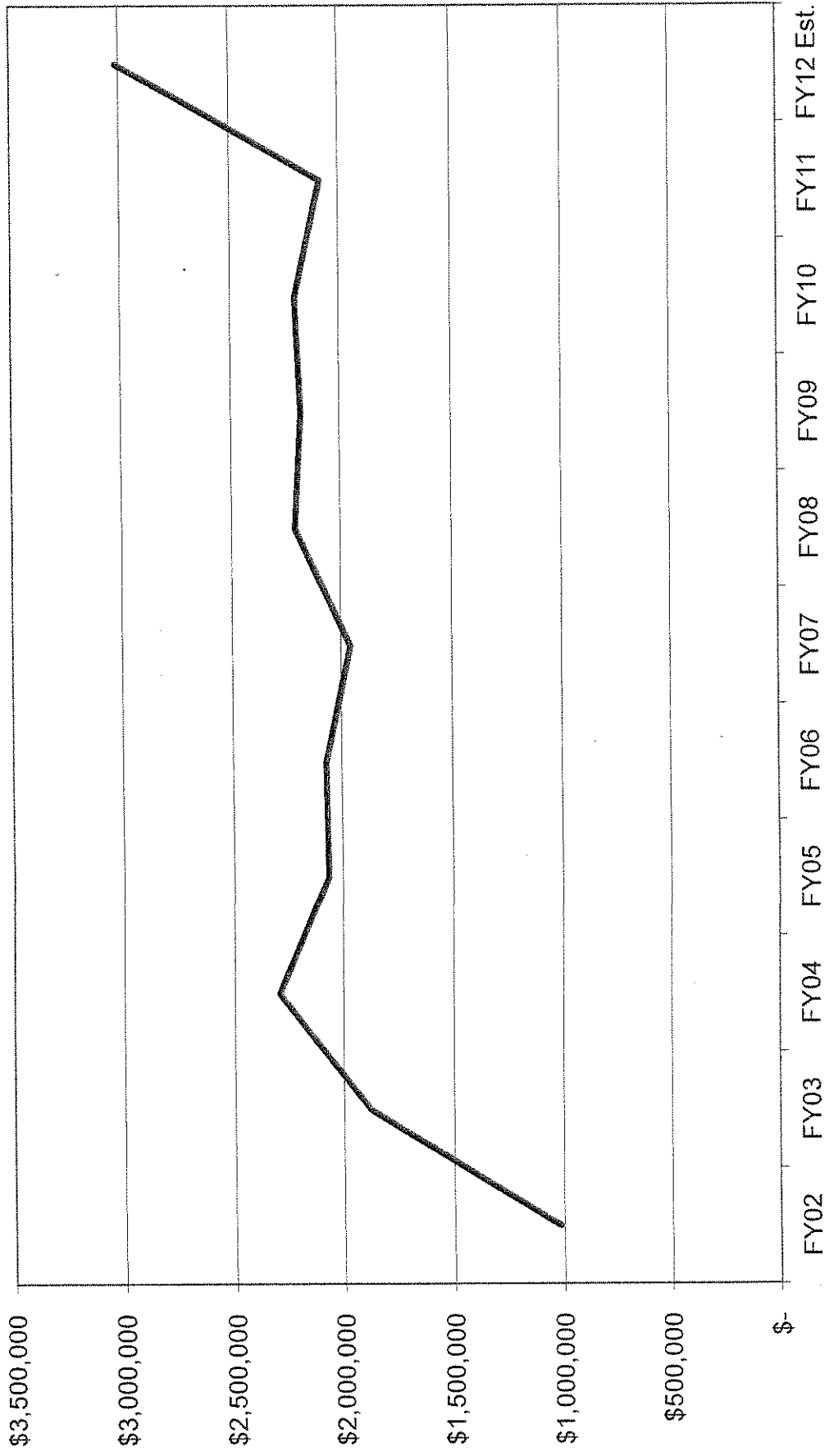


FREE CASH



* includes Town Admin. Capital Plan

Stabilization Fund Balance



TOWN OF Scituate
Fiscal Year 2013
PRELIMINARY ESTIMATED SOURCES AND USES

(Only includes fixed costs at this time,
(Does not include Enterprise Funds at this time)
(Document is not final and subject to change)
(Includes Capital Plan)

AMOUNT TO BE RAISED:

Appropriations(Shared Budgets)

General Government	624,000
Public Safety	
Schools	
South Shore Regional	501,600
Public Works	
Human Services	
Recreation & Resources	
Debt Service	1,096,396 *
Employee Benefits	9,901,681
Widow's Walk Enterprise Fund	
Transfer Station Enterprise Fund	
Wastewater Enterprise Fund	
Water Enterprise Fund	
Waterways Enterprise Fund	

Special Articles:

Capital Projects	981,500
OPED Funding	68,884

Total Appropriations **13,174,061**

Overlay Reserve	220,000
Cherry Sheet Assessments	510,479
Cherry Sheet Offsets	28,385
Transfer to Transfer Station	100,000

Total **14,032,925**

ESTIMATED RECEIPTS:

Revenues:

Local Estimated Receipts	4,565,000
Cherry Sheet	6,462,537
Enterprise Funds	705,525
Available Funds	662,424
Total	12,395,486

Total to be Raised	14,032,925
Total Estimated Receipts	12,395,486
Tax Levy Required	1,637,439
Actual Tax Levy Limit	46,564,674

Revenue available after fixed costs **\$ 44,927,235**

Available Funds

MSBA Amortization	54,244
Title V Assessments	6,858
Stabilization Fund	15,000
PEG Access	49,500
Free Cash	536,822
Total	662,424

Enterprise Funds

Widow's Walk Golf Course	
Widow's Walk Retained Earnings	49,597
Transfer Station	
Transfer Station Retained Earnings	128,365
Wastewater	
Wastewater Retained Earnings	196,857
Water	
Water Retained Earnings	239,521
Waterways	
Waterways Retained Earnings	91,185
Total (reimbursement to GF for indirects)	705,525

12/27/2011 13:59

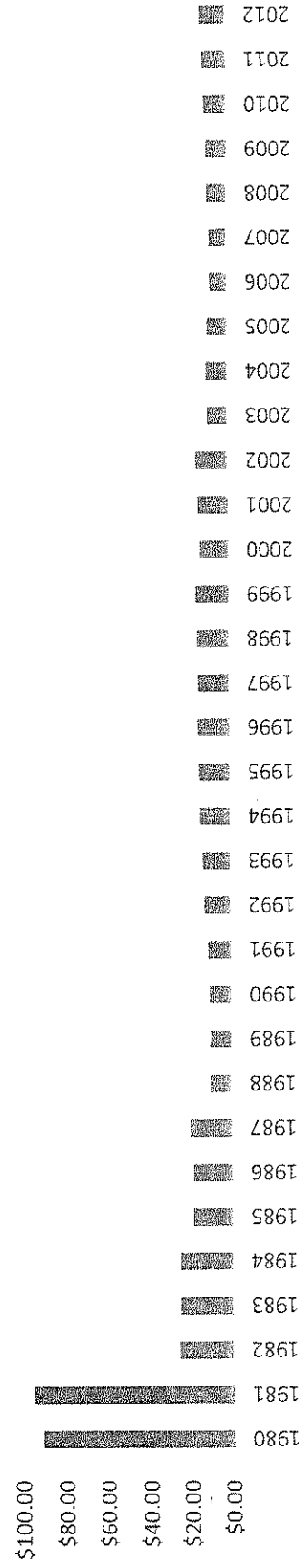
Town @ 33.33
School @ 66.67

14,974,247
29,952,988

Tax Rates for the Town of Scituate

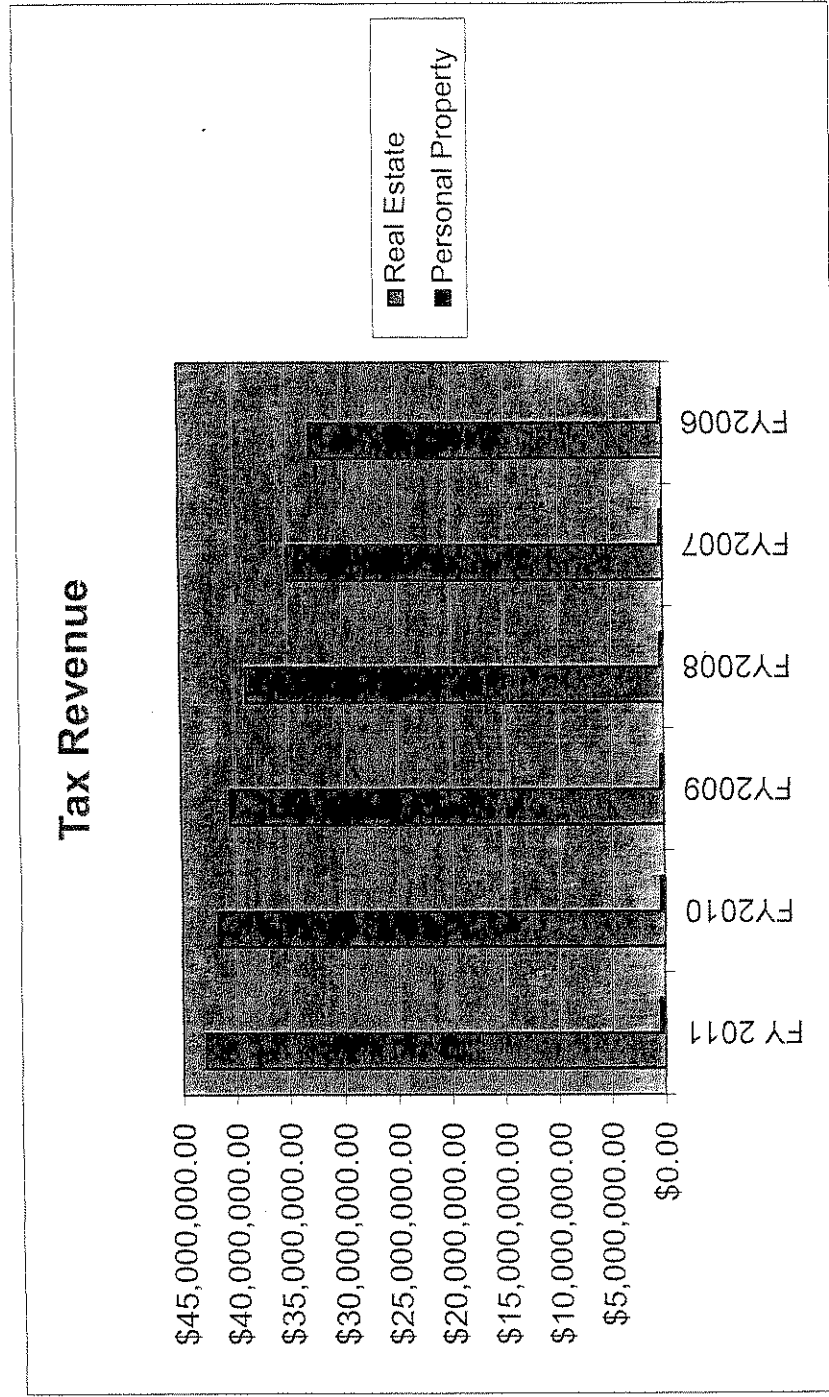
YEAR	TAX RATE	YEAR	TAX RATE
1980	\$91.00	1997	\$14.80
1981	\$95.00	1998	\$15.19
1982	\$25.90	1999	\$15.87
1983	\$24.90	2000	\$13.85
1984	\$24.90	2001	\$14.70
1985	\$18.90	2002	\$15.31
1986	\$18.68	2003	\$9.38
1987	\$19.78	2004	\$10.00
1988	\$10.01	2005	\$9.48
1989	\$10.27	2006	\$8.16
1990	\$10.57	2007	\$8.31
1991	\$11.09	2008	\$9.22
1992	\$12.54	2009	\$9.68
1993	\$12.97	2010	\$10.56
1994	\$14.50	2011	\$11.25
1995	\$14.93	2012	\$12.34
1996	\$15.33		

Scituate Tax Rates

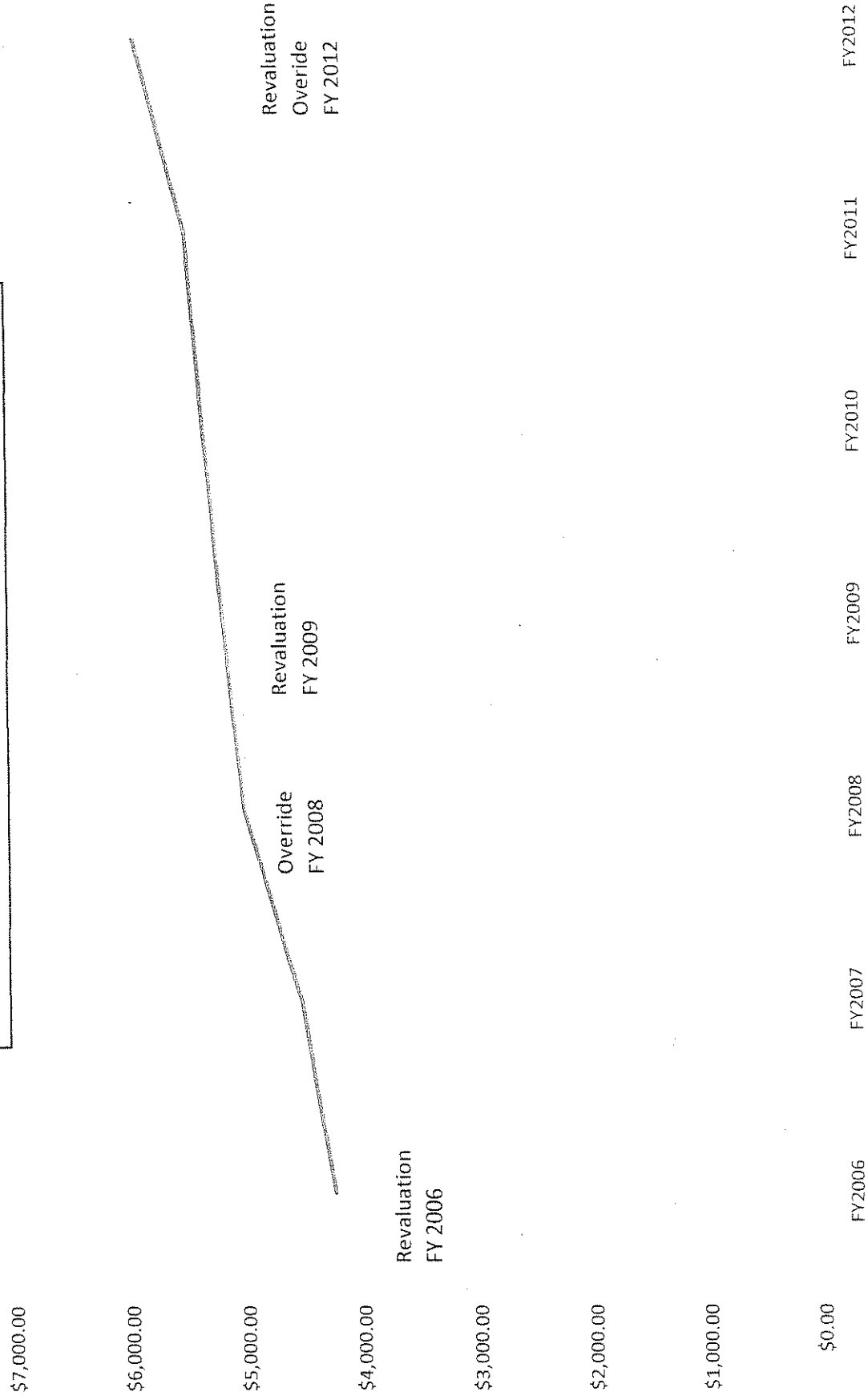


Town of Scituate Tax Revenue

	FY 2011	FY2010	FY2009	FY2008	FY2007	FY2006
Real Estate	42,850,617.75	41,612,792.18	40,409,057.49	38,811,852.77	34,788,088.44	32,781,233.69
Personal Property	481,028.74	441,115.17	391,226.88	311,417.58	253,441.04	247,673.71
Total	43,331,646.49	42,053,907.35	40,800,284.37	39,123,270.35	35,041,529.48	33,028,907.40



Town of Scituate Average Single Family Tax Bill

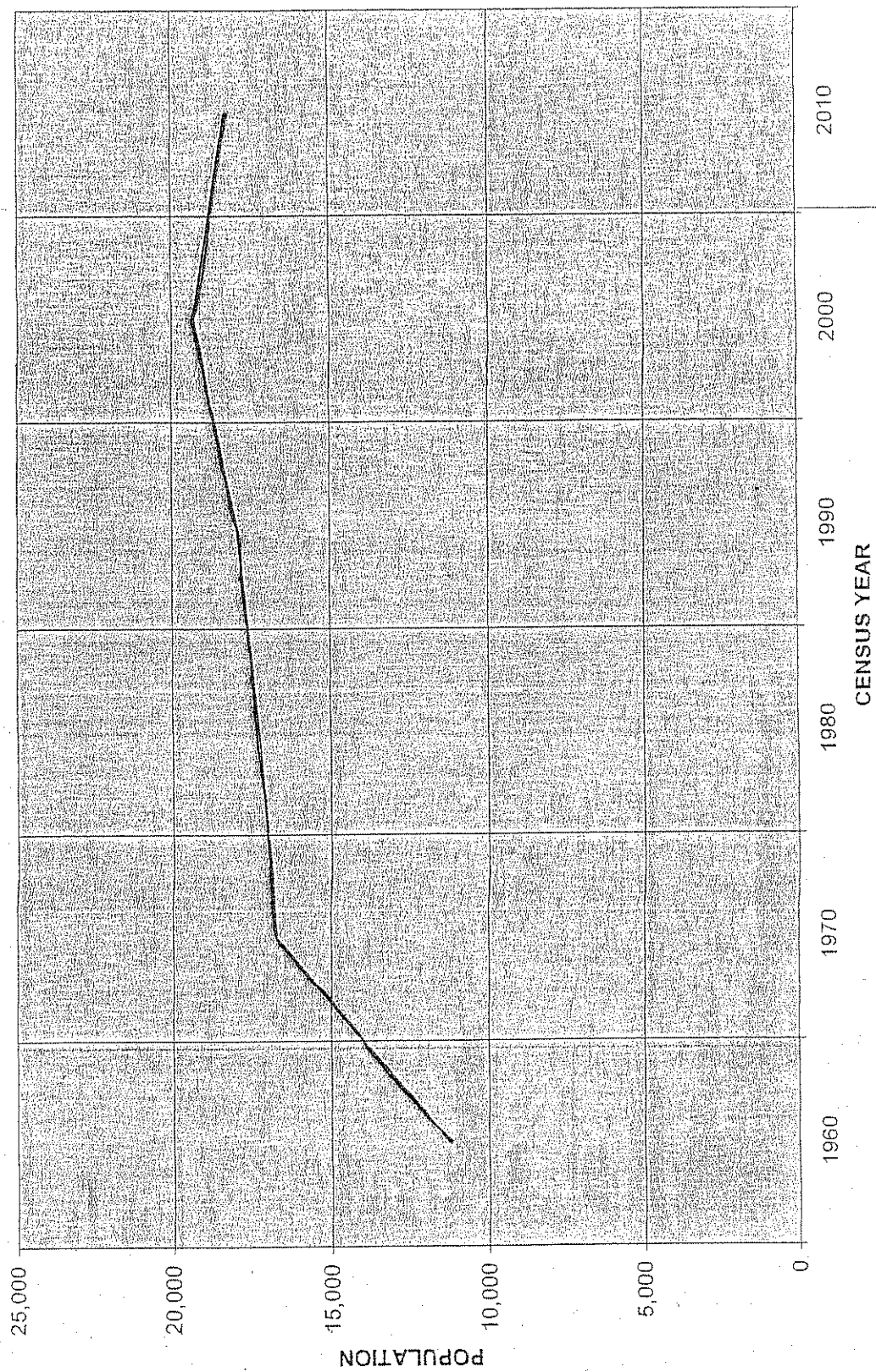


Massachusetts Department of Revenue
Division of Local Services
Municipal Databank/Local Aid Section

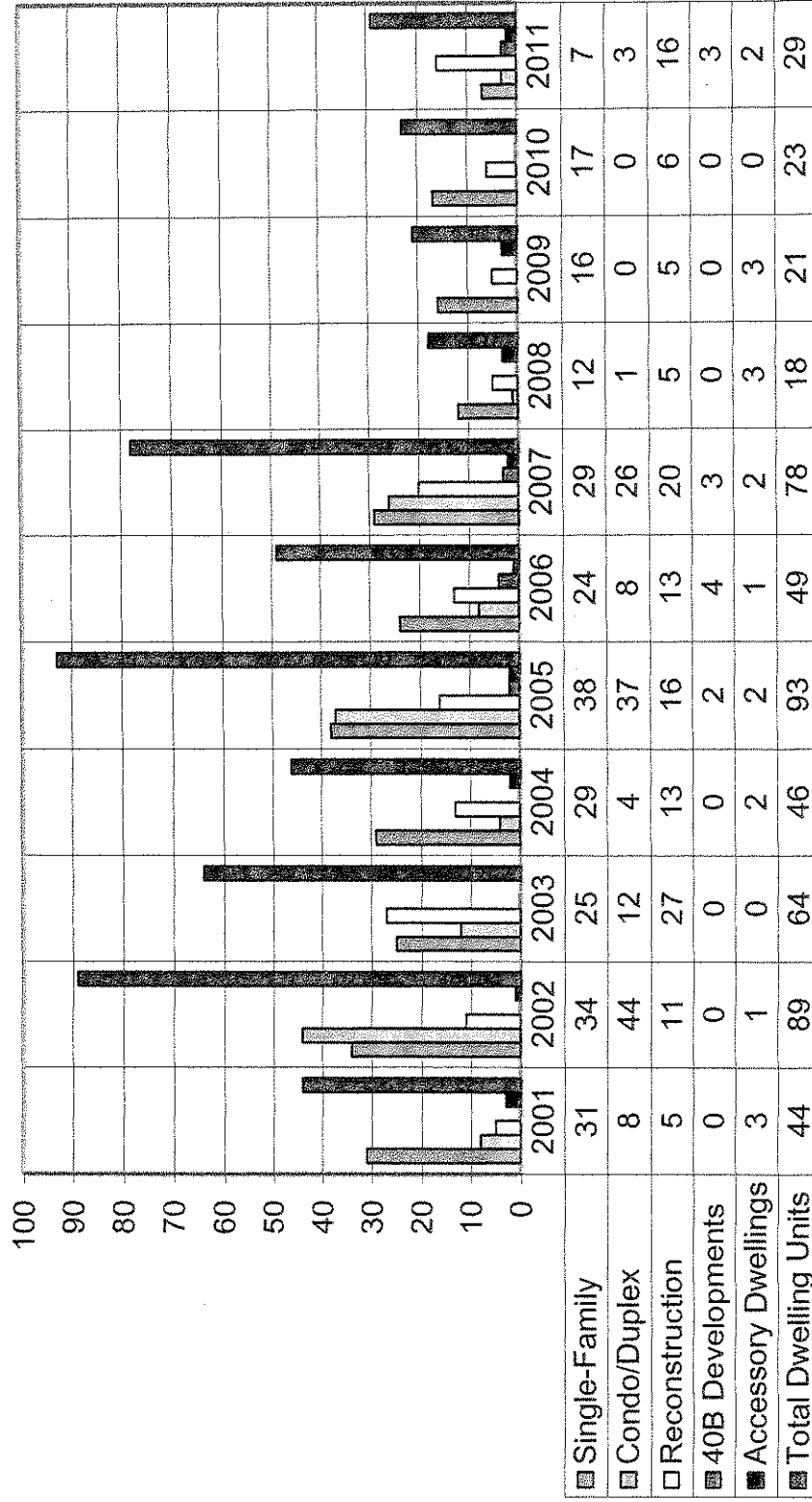
Fiscal Year 2011 Average Single Family Tax Bill

DOR Code	Municipality	Assessed Value	Parcels	Average Value	Tax Rate	Single Family Tax Bill	Hi-Lo Rank	# of Towns Included
001	ABINGTON	1,105,035,600	3,707	298,094	15.14	4,513	112	338
040	BRAINTREE	3,168,429,000	9,001	352,009	10.20	3,590	191	338
042	BRIDGEWATER	1,634,016,200	5,209	313,691	14.42	4,523	110	338
065	COHASSET	1,944,543,600	2,277	853,994	11.59	9,898	11	338
082	DUXBURY	2,817,129,700	4,819	584,588	12.60	7,366	34	338
122	HANOVER	1,710,355,300	4,110	416,145	14.18	5,901	57	338
131	HINGHAM	4,000,363,900	6,136	651,950	11.08	7,224	37	338
145	KINGSTON	1,273,832,700	3,720	342,428	14.65	5,017	88	338
171	MARSHFIELD	3,445,837,500	8,981	383,681	11.29	4,332	128	338
189	MILTON	3,608,195,300	7,116	507,054	14.07	7,134	38	338
219	NORWELL	1,751,332,400	3,282	533,617	13.87	7,401	33	338
239	PLYMOUTH	5,472,713,000	17,770	307,975	13.04	4,016	152	338
264	SCITUATE	3,233,247,500	6,635	487,302	11.25	5,482	67	338

Town of Scituate Population History

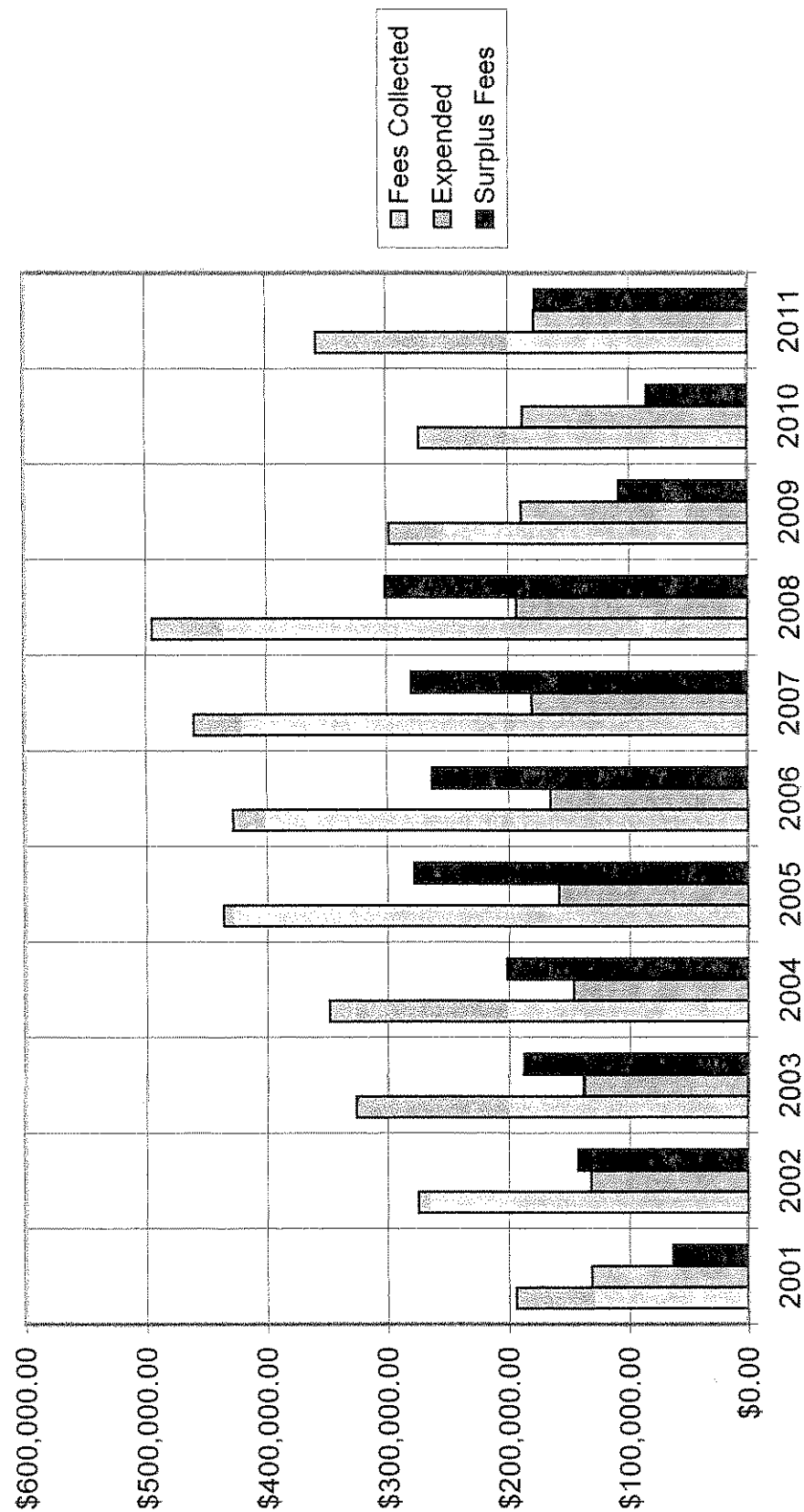


Town of Scituate- All Dwelling Units Permitted 2001-2011



To date (12-14-11)

Comparison of F/Y Building Department Revenues and Expenditures



Please note that prior to F/Y 2008 "Fees Collected" were based on calendar year revenues.

TOWN OF SCITUATE

**FISCAL YEAR 2013 DEPARTMENTAL
OPERATING BUDGETS**

**REQUESTED AND TOWN
ADMINISTRATOR RECOMMENDED**

FY 2013 BUDGET

TOWN OF SCITUATE BOARD OF SELECTMEN

For FY 13, the Board has identified the following focus areas:

Economic Development

- To increase opportunities for economic development in the community and work with newly established Economic Development Commission
- To be aware of how new development impacts sewer capacity and longer term plans
- To work with Community Preservation Committee in its recommendations and how they fit into the Town's various master plans
- To continue to expand regional approaches for services with other communities
- To relieve the tax burden on residential taxpayers
- To look to long-term and long-range facility and other needs of the Town and be proactive in offering solutions and proposals to move the Town forward on them

Personnel

- To stay abreast of contractual obligations and their future costs
- To monitor the effect on programs and services because of budget cuts
- To support the performance-based evaluation process for staff to insure accountability and clear delineation of job duties tied to performance.

Finances and Budgeting

- To present a balanced budget
- To address challenges of unpredictable state aid and new growth for immediate future
- To continue to use the Financial Forecasting Model as a reliable tool
- To reduce use of Free Cash for operating expenses and reserve for one-time uses
- To work collaboratively with the School Department in support of education for our children
- To support the development and implementation of technology related tools and equipment to serve business operations and our customers
- To remain mindful of operating override approved departmental needs and fund same
- To support the Capital Plan to meet significant ongoing capital needs
- To insure tax exempt property listings are up-to-date
- To be transparent and keep residents informed

Public Works and the Environment

- To bring an overarching approach to environmental issues
- To determine the best use of the former Pier 44 site
- To maintain sidewalk replacement program
- To bring wind turbine project to fruition and approve a policy for future revenues and electricity distribution
- To explore adequacy of current playing fields
- To continue to maximize opportunities and grants for Green Energy

- To monitor and explore waste water treatment capacity and current treatment methods such as nitrogen loading

Other Items/Miscellaneous

- To review and revise policy for liquor license violations and hawker/peddlers licenses
- To expand and enhance cable offerings and programming

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: SELECTMEN

MISSION STATEMENT

This department maintains the chief executive office of the Board of Selectmen, who oversee the efficient and orderly operation of Town government. The department carries out all administrative duties of the Board of Selectmen including: the annual appointment process, licensing, bi-weekly public meetings, annual Town and Special Town Meetings and serves as a link between the Board of Selectmen and the residents of the Town of Scituate.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. **Goal: Review and Improve Non-Alcohol Licensing Database** (ongoing)
Strategy: a. Continue manual review of license files
b. Create Excel spreadsheets for non-alcohol licenses
c. Input license data onto spreadsheets
2. **Goal: Update & Implement Ten (10), Outdated Types of License Renewal Letters**
(July – September 2012)
Strategy: a. Review ten(10) types of license renewal letters
b. Compile key renewal requirements including licensee e-mail addresses
c. Update letters using a “bullet point” format with “check off” boxes
3. **Goal: Update Outdated Board of Selectmen Policy Book** (ongoing)
Strategy: a. Review current Selectmen’s policies with Selectmen and Town Administrator over the course of three (3) Selectmen’s meetings
b. Selectmen vote & execute updated policies
c. Executive Assistant will document and compile updated policies & distribute to Selectmen, Town Administrator and Town Clerk

MAJOR BUDGET COMPONENTS

The Executive Assistant creates the Department's budget, administers payroll, drafts and posts meeting agendas, takes minutes at Selectmen's meetings, generates yearly license documents, orders employee recognition awards and certificates, orders office supplies, reviews and pays all Town legal bills, administers the Town memorial program and addresses resident concerns on a wide variety of issues.

The Executive Assistant makes the following preparations for each Selectmen's Meeting: **Pre-meeting** (1) compiles agenda items in master agenda book, (2) drafts agenda and e-mails it to Chairman of the Board of Selectmen(BOS) and the Town Administrator for approval, (3) prints and posts agenda 48 hours prior to meeting, (4) e-mails or faxes agenda to Selectmen, Town Administrator, Superintendent of Schools, Chairman of the School Committee, Cable Television, Press and applicants for various items, (5) works with department heads on specific agenda topics in terms of what a BOS vote needs to accomplish, (6) gathers "back up" documents to support the agenda item/motion, (7) fills out Executive Action forms for each agenda item and writes motions for each topic that requires a vote, (8) compiles, copies, collates and fills seven binders with agenda packets (including all "back up" materials), and (9) distributes agenda notebooks to Selectmen and the Town Administrator. **Meeting Time** – (1) Prepares meeting room by placing agenda on audience seats, Board nameplates and gavel placed in position, (2) distributes any additional materials to the BOS and Town Administrator, and (3) takes Regular Meeting and Executive Session minutes. **Post Meeting** – (1) transcribes minutes, (2) generates correspondence as a result of the meeting, (3) completes Executive Action forms reflecting BOS votes for specific departments, and (4) generates and mails out appointment documents and updates Excel Appointment spread sheet.

General legal and litigation bills account for the greatest portion of this budget. Legal advertising for the Annual and Special Town Meetings, printing of the Town Report, employee recognition awards and Personal Services (one full time Executive Assistant (35 hours/week) and one Part-Time Secretary (10.50 hours/week) comprise most of the remaining balance.

FY 13 RISKS AND CHALLENGES

The greatest risk to this Department's budget is the inability to estimate legal bills with any degree of accuracy. Unfortunately, it is not known in advance what cases may arise or be settled during the fiscal year.

An ongoing challenge for this office has been achieving optimum productivity in the face of constant interaction with the general public and fellow staff members. Uninterrupted time in which to accomplish any number of tasks is at a minimum. Public records request from residents, answering questions about the Town's memorial program and sticker sales/administration continue to be challenging as well as very time consuming. Answering resident concerns after a storm event is vitally important, but can also be difficult in terms of having the most "up to date" information at our fingertips. Improved departmental communications and the advent of a non-profit group coordinating storm victim assistance will be beneficial in moving forward. Continued technological advancements within Town Hall have increased the level and quality of communication between our office, the residents and our co-workers. We are optimistic further progress will be made on our office's "time management" with the new IT department and a more efficient scheduling of work responsibilities.

The Department's staff consistently endeavors to accommodate the schedules, correspondence and directives of the five-member Board of Selectmen and the Town Administrator. Providing daily assistance to the residents of the Town continues to be the top priority of this office.

DEPARTMENTAL ACCOMPLISHMENTS

The following administrative duties have been carried out in FY11 and FY12 by the full-time Executive Assistant (35 hours/week) and the Part-Time Secretary (10 hours/week) :

Handled and/or resolved over 300 citizen concerns/questions/complaints (via telephone, office visit, e-mail or US Mail) by either putting the person in contact with the proper department or obtaining an answer and generating a response directly to the individual. (2010 & 2011)

Coordinated and Oversaw Annual Appointment Process – contacted committees, boards, commissions and councils in April 2011 regarding vacancies on their respective groups, advertise vacancies, collect and organize applications, schedule interviews with applicants, generate appointment documents, produce Excel spreadsheet with appointment updates and forward that information to the Town Clerk and Town website after the June 2011 appointment process. (2011 – 115 appointments) February/April 2011 – the advent of two, new groups appointed by the Selectmen – the Economic Development Committee and the Sister City Committee. Organized brief applicant interviews and appointment documents were generated. Updated the Appointment memorandum and Appointment Data Sheet, which are distributed to all committees, boards, commissions and councils. Generated Town of Scituate presentation documents for Sister City delegation traveling to Sucy-en-Brie, France in February 2011.

Administered Town Memorial Gift Program along with Al Bangert, Director of the Department of Public Works. Generated confirmation letters for memorial applications, verification of inscriptions, deposit checks and place memorial orders with the Department of Public Works and coordinated installation with DPW and families. (ongoing)

Drafted and Posted agendas and attended 30+ regular Selectmen's meetings. Compose and copy 8 "back up" packets for each meeting. Take and later transcribe minutes for each meeting. Generate correspondence and execute Executive Action Forms for many of the agenda items after each meeting.

Collected petition articles and contacted Constables to post Annual and Special Town Meeting warrants. Attended Annual and Special Town Meeting and took "pre-meeting" minutes.

Responsible for Employee Recognition Awards & Ceremony in terms of ordering 15, 20, 15, 30 and 35 year awards and generating paper, certificate awards for 5 and 10 year recipients. Send award ceremony invitations to recipients and set up Selectmen's Hearing room for presentation. 20 recipients. (May 2011)

Updated memorandum and Excel spreadsheet used for annual licensing inspections. Inspection departments – Fire, Police, Building and Health. (July 2011)

Managed Annual Licensing (October, November, December 2011) – mail renewal letters to 72+ establishments/ individuals in October, process renewal applications, deposit all associated checks and print all new licenses for Board of Selectmen signatures. 2011 licenses to date – 85 (includes 1 day wine and malt beverages licenses).

Composed and submitted legal advertisement for "Setting the Residential Factor"/ Board of Assessors. November 2011.

Attended January 2011 Massachusetts Municipal Association's Annual Meeting & Trade Show.

Attended two (2) meetings of the Town's Insurance Advisory Committee.

Created Annual Report required by the Alcoholic Beverages Control Commission (ABCC) detailing all administrative liquor license transactions, list of licensees and associated fees. (February 2011)

Composed all proclamations and commendations presented by the Board of Selectmen at meetings and various community events. (2011 – 15 documents to date)

Administrated sewer betterment deferral requests for various properties.

Attended and gave brief department report at monthly department head meetings. (ongoing)

Prepared and submitted annual appointment roster for the 2010 Town Report (January 2011)

May/ June/ July sticker sales, coordination of sticker sellers – both at Town Hall and senior citizens doing the “mail in” program and deposits when Town Administrator's Administrative Assistant was not in the building.

Preparation of written and Budget Sense documents for Department's annual budget. Presentation of Department's budget at Board of Selectmen and Advisory Committee meetings.

DESCRIPTION OF REVENUE	YTD				Comments
	FY/10	FY/11	FY/12	FY/13	
Alcohol Licenses	\$27,660.00	\$28,565.00	\$8,105.00 (expect additional \$20,000 before 12/31/11)	\$30,000*	<i>Includes 1 day licenses</i>
Other Licenses	\$10,574.70	\$2,985.00 (Includes Farmer's Market)	\$1,730.00 (expect additional funds prior to 12/31/11) (does not include Farmer's Market)	\$8,000*	
Copying charges	\$13.75	\$ 19.00	\$1.50	?	
					<i>*revenues will be higher if Selectmen vote increased fees in 2012.</i>

Town of Scituate

Budget 122 Selectmen

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.122.0510.5110.0000.0000	REGULAR SALARIES	\$53,596.66	\$57,469.00	\$25,813.50	\$58,549.00	\$59,650.00		
001.122.0510.5120.0000.0000	OVERTIME	\$5,349.03	\$0.00	\$0.00	\$0.00	\$0.00		
001.122.0510.5130.0000.0000	LONGEVITY	\$1,039.31	\$1,339.00	\$1,150.00	\$1,307.00	\$1,307.00		
001.122.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.122.0510.5180.0000.0000	PART-TIME SALARIES	\$10,587.36	\$10,589.00	\$3,600.00	\$10,608.00	\$10,608.00		
001.122.0510.5191.0000.0000	OTHER SALARIES	\$503.41	\$646.00	\$265.72	\$656.00	\$656.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$71,075.77	\$70,043.00	\$30,829.22	\$71,120.00	\$72,221.00		
001.122.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$0.00	\$150.00	\$0.00	\$150.00	\$150.00		
001.122.0520.5308.0000.0000	TRAINING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.122.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$2,026.55	\$2,000.00	\$420.00	\$2,500.00	\$2,300.00		
001.122.0520.5343.0000.0000	BINDING & PRINTING	\$1,699.87	\$1,500.00	\$0.00	\$1,650.00	\$1,350.00		
001.122.0520.5344.0000.0000	POSTAGE	\$476.79	\$700.00	\$62.04	\$500.00	\$500.00		
001.122.0520.5346.0000.0000	LEGAL ADVERTISING	\$1,935.96	\$2,000.00	\$475.18	\$2,000.00	\$2,000.00		
001.122.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$923.00	\$960.00	\$320.00	\$960.00	\$960.00		
001.122.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$3,992.00	\$4,025.00	\$3,992.00	\$4,025.00	\$4,025.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$11,054.17	\$11,335.00	\$5,269.22	\$11,785.00	\$11,285.00		
001.122.0530.5319.0000.0000	LEGAL SERVICES	\$75,278.43	\$45,000.00	\$11,224.84	\$45,000.00	\$45,000.00		
001.122.0530.5329.0000.0000	LITIGATION	\$56,492.31	\$90,000.00	\$22,058.30	\$90,000.00	\$85,000.00		
SCHEDULE: TOWN COUNSEL - 0530		\$131,770.74	\$135,000.00	\$33,283.14	\$135,000.00	\$130,000.00		
001.122.0540.5420.0000.0000	OFFICE SUPPLIES	\$495.62	\$550.00	\$84.51	\$550.00	\$500.00		
001.122.0540.5425.0000.0000	PRINTING & FORMS	\$321.90	\$380.00	\$0.00	\$380.00	\$350.00		

Town of Scituate

Budget 122 Selectmen

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date:

12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.122.0540.5580.0000.0000	OTHER SUPPLIES	\$703.40	\$500.00	\$0.00	\$750.00	\$710.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$1,520.92	\$1,430.00	\$84.51	\$1,680.00	\$1,560.00		
Grand Total:		\$215,421.60	\$217,808.00	\$69,466.09	\$219,585.00	\$215,066.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: TOWN ADMINISTRATOR 123

MISSION STATEMENT:

To provide continuous evaluation of town programs and services, provide adequate revenues for both operational and capital support of these programs, and maintain adequate financial reserves for unforeseen events or economic downturns.

To manage day-to day town activities, departments, and staff that insures professional, equitable and courteous service delivery to residents and constituent groups at the most efficient cost.

FY 2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Continue implementation of system-wide technology improvements and services

1. Support IT Director initiatives to safeguard town assets and better serve customers.
2. Assist with implementation of remote site access and software applications to increase reporting and accounting functions
3. Assist with wide area network plan; explore potential for paperless Board meetings
4. Expand acceptable use policies to include social media and fraud policies

Continue compliance with and improvement to Human Resources duties and functions

1. Expand professional development, supervisory and management skills for professional and support staff by continuing training for department heads and supervisory training for command staff
2. Implement merit-based Performance Evaluation System for support staff
3. Revise Performance Evaluation System for professional staff as warranted or needed based on staff feedback
5. Refine and enhance the development of goals and objectives in each department and the Town as a whole
6. Continue personnel policy development for non-unit staff
6. Work toward resolution of Fire Department union contract; negotiations for affordable DPW contract

Direct, Facilitate and Coordinate Plans and Improvements to Public Facilities

1. Secure funding for Facilities Manager position
2. Implement action items from Gates Feasibility Study Report
3. Proceed with ESCO audit report recommendations where necessary or appropriation
4. Retrofit Police Station for Joint Dispatch for Police and fire
5. Assist with development of land on Driftway as necessary or warranted

Effectively Manage Town Finances, Policies, Practices, and Capital and Operating Budgets

1. Educate town officials and community about using capital and operational budgets as a management document
 2. Continue to refine and institutionalize capital budget database and rolling five year capital plan instituted in FY 12 with emphasis on General Fund revenue dedicated toward capital investment.
 3. Submit Financial Policies for Board approval as per Standard and Poor recommendation
 4. Recommend changes in town charter that stymy effective budget cycle and timely information
- Endeavor to remain true to May 2011 approved override items (seawalls, roads, facilities)

6. Explore merits of creating Finance Director position
7. Work with School Department to execute Schedule 19 Agreement as recommended in audit

Insure Wind Turbine, Solar Array, and ESCO projects are managed to the degree required and revenue streams codified

1. Develop and propose policies to Board for approval regarding treatment of revenues and distribution of same to town departments
2. Monitor contract requirements and obligations with Solaya, Brightfields, Ameresco.
3. Conduct search for new DPW Director that includes prior experience in energy initiatives

MAJOR BUDGET COMPONENTS

The Town Administrator's budget funds the personal services costs of the Town Administrator and Administrative Assistant. The budget also includes funds for compensation adjustments for non-union staff. The other major component is for Labor Counsel and contract bargaining costs.

FY 13 RISKS AND CHALLENGES

See Budget Message

DEPARTMENTAL ACCOMPLISHMENTS *(date of hire 7/20/09)*

Summary of Town Administrator Accomplishments (FY 11-FY 12 YTD)

Financial

- Certified FY 11 Free Cash of \$1,588,000.
- Presented balanced FY 12 budget with no use of Free Cash.
- Recommended appropriation of over \$460,000 to Stabilization to build Town's reserve position
- Implemented new, comprehensive Capital Planning Process with objective-based ranking system
- Initiated Mayflower Health Group policy change on providing rates earlier to take advantage of new changes in state law with potential savings of \$400,000+.
- Increased FY 12 Audit Budget for greater selection of vendors and expanded review of internal controls
- Prepared and presented comprehensive financial presentation for Standard and Poor's. Arranged first-ever tour of town for raters. Last BAN rate less than one-half of 1%.
- Attended all Advisory and Financial Forecasting Meetings
- For the second year, all TA recommended budget items approved by BOS, Advisory and Town Meeting
- Prepared recommendations and rationale for FY 12 General Operating Override town-side needs. Provided fact checking for all override committee releases.
- Enhanced and expanded FY 12 Budget document and Revenue and Expense Forecasting Assumptions

- Adopted TA Financial Policies and Guidelines for financial team

Town Administration & Operations

- Wrote warrants for three town meetings, provided extensive back ground information for each article; worked closely with Advisory Committee on its publications for town meetings
- Held 10 staff meetings

Personnel

- Settled TOSCA Contract including merit-based performance evaluation: 0%, 2%, 2%, and 2%.
- Settled Police Contract and negotiated withdrawal of Quinn Bill litigation, unfair labor practice grievances, and MCAD lawsuit. 0%,0%,2%,2%.
- Prevailed on grievance on non-assignment of desk duty for pregnant police officer in absence of light duty language in contract
- Wrote new job descriptions for all AMP and TOSCA staff
- Retooled Conservation Agent position for skill set in natural resources protection
- Writing first-ever performance evaluations for 24 professional staff members
- Hired new Dispatcher, Youth Services Librarian, Recreation Assistant, Sergeant, IT Director, Part-Time Dispatcher, Administrative Assistant, Conservation Agent, Sealer of Weights and Measures, Bookkeeper, Firefighter---professional searches for all.
- Promoted Part-Time Dispatcher, Book Keeper, Police Officer
- Initiated Joint Veterans District with Hingham and obtained approval for same
- Working on Regional HR Specialist grant with Towns of Marshfield and Norwell
- Engaged consultant, planned, and held two-day training for all department heads on communication (OVERRIDE FUNDS)
- Created new position of Administrative Assistant to perform Veterans Services clerical and floater for Town Offices (OVERRIDE FUNDS)

Communications

- Served as Public Information Officer for December 2010 storm in conjunction with chiefs and coordinated community response
- Formed Task Force to study combining dispatch operations
- Compiled and wrote remarks, testified to DPU regarding Storm Response to December 2010 storm which was used as part of Attorney General's case for \$2.2 million fine to National Grid
- Compiled and wrote remarks, testified to DPU regarding Tropical Storm Irene response
- Initiated and wrote successful funding application for CPC funding for \$10,000 for Town's 375th Anniversary celebration
- Semi-regularly provide written TA monthly report on town website
- Wrote Town Administrator Report for Annual Town Report

Land Use, Facilities and Infrastructure Management

- Initiated, and then directed with Al Bangert, ESCO project
- Wrote Job Description and requested town meeting funding and support for Facilities Manager position.
- Initiated, wrote application, and secured funding of \$60,000 from CPC for Gates Feasibility Study. Wrote comprehensive RFP for same, selected vendor, negotiated fee.
- Attended, biweekly meetings of Town's Development Review Team, created in 2009.
- Wrote comprehensive RFP for Sale of Land on Driftway
- Wrote RFP for rebid of Food and Beverage service at Widow's Walk

- Formed Town-Owned property committee to identify potential uses of land for town and school needs
- Worked with Selectman Norton on Minot Beach easement—gifted to Town at April town meeting
- Inventoried and bid all Pier 44 surplus equipment. With Al Bangert, oversight of building rehab, wrote and implemented building use and rental policies
- Wrote and executed License Agreement for Ellis Estate to comply with state regulations; Draft of License Agreement for Mount Hope Improvement Society for same
- Initiated Solar Array project at Landfill. State recognition on November 16, 2011
- With DPW, waged aggressive program for seawall needs and engaged elected representatives for support
- Negotiated “adverse impact” terms for “Go Green” as a result of wind turbine use of leased property
- Renegotiated terms of Town’s electric contracts with Constellation Energy resulting in significant savings
- Renegotiated terms of solid waste contract with SEAMASS solid waste contract resulting in significant savings.
- Continue to build and secure town assets relative to technology infrastructure for business operations and improved customer service
- Working with Planning, Building and Conservation insured town obligations relative to Hazard Mitigation grants, Community Rating System and Floodplain obligations were met

Other

- Attended three-week course at Kennedy School to expand and enhance knowledge and expertise for continuous improvement

DESCRIPTION OF REVENUE	FY/10	FY/11	FY/12	FY/13 YTD	Comments
N/A					

Town of Scituate

Budget 123 Town Administrator

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.123.0510.5110.0000.0000	REGULAR SALARIES	\$187,754.75	\$178,449.00	\$88,605.70	\$207,437.00	\$197,890.00		
001.123.0510.5130.0000.0000	LONGEVITY	\$2,900.00	\$2,150.00	\$2,150.00	\$2,307.00	\$2,150.00		
001.123.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$500.00	\$500.00		
001.123.0510.5191.0000.0000	OTHER SALARI	\$5,806.10	\$8,800.00	\$2,355.20	\$10,818.00	\$10,712.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$196,460.85	\$189,399.00	\$93,110.90	\$221,062.00	\$211,252.00		
001.123.0520.5241.0000.0000	OFFICE MACHINE MAIN	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.123.0520.5305.0000.0000	Support Staffing & Training	\$0.00	\$60,000.00 <i>training support</i>	\$4,522.92	\$30,000.00	\$30,000.00	<i>training support</i>	
001.123.0520.5308.0000.0000	TRAINING	\$43.20	\$0.00	\$0.00	\$0.00	\$0.00		
001.123.0520.5309.0000.0000	TECHNICAL SERVICES	\$179.40	\$1,500.00	\$1,785.00	\$7,500.00	\$1,800.00		
001.123.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$2,408.35	\$3,000.00	\$2,056.01	\$3,000.00	\$3,000.00		
001.123.0520.5343.0000.0000	BINDING & PRINTING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.123.0520.5344.0000.0000	POSTAGE	\$496.83	\$350.00	\$245.22	\$350.00	\$500.00		
001.123.0520.5346.0000.0000	LEGAL ADVERTISING	\$1,594.22	\$500.00	\$500.00	\$500.00	\$750.00		
001.123.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$1,178.00	\$1,400.00	\$1,487.72	\$1,400.00	\$1,500.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$5,900.00	\$66,750.00	\$10,596.87	\$42,750.00	\$37,550.00		
001.123.0532.5304.0000.0000	CONTRACT BARGAINING & C	\$156,611.86	\$87,697.00	\$4,861.66	\$85,000.00	\$85,000.00		
001.123.0532.5309.0000.0000	LABOR COUNSEL	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: LABOR COUNSEL - 0532		\$156,611.86	\$87,697.00	\$4,861.66	\$85,000.00	\$85,000.00		
001.123.0540.5420.0000.0000	OFFICE SUPPLIES	\$1,083.82	\$1,000.00	\$65.62	\$1,000.00	\$1,000.00		
001.123.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$200.00	\$0.00	\$200.00	\$200.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$1,083.82	\$1,200.00	\$65.62	\$1,200.00	\$1,200.00		

Town of Scituate

Budget 123 Town Administrator

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date:

12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.123.0599.5110.0000.0000	SALARY ADJUSTMENTS	\$0.00	\$21,603.00	\$0.00	\$10,000.00	\$10,000.00		
SCHEDULE: SALARY ADJUSTMENTS - 0599		\$0.00	\$21,603.00	\$0.00	\$10,000.00	\$10,000.00		
Grand Total:		\$360,056.53	\$366,649.00	\$108,635.05	\$360,012.00	\$345,002.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: STABILIZATION FUND

MISSION STATEMENT:

The Stabilization Fund is traditionally used for expenditures related to capital and debt items, but can be used for any lawful purpose.

FY 2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Historically viewed as a community's "Rainy Day" fund, this is the Town's main financial reserve. While often treated as a discretionary allocation after all other needs are met, it should be used for one-time expenditures and an amount appropriated annually. At the April 2011 special town meeting the Town transferred \$xx from the Stabilization Fund to pay for costs associated with the December 26, 2010 storm. At the October 2011 fall special town meeting, the Town was able to transfer the \$168,000 from free cash back into this account plus an additional \$300,000. These transfers, coupled with the funds required to be put into the Stabilization Fund pursuant to Article 11 of the annual town meeting warrant have resulted in a current Stabilization Fund balance of \$\$2,084,463. Bond rating agencies recommend that 5% of a Town's operating budget be a reserves target.

MAJOR BUDGET COMPONENTS

FY 12 RISKS AND CHALLENGES

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: ADVISORY COMMITTEE

MISSION STATEMENT:

To consider and make recommendations to Town Meeting on matters having financial implication for the Town; to develop an annual recommendation on town and school budgets for town meeting consideration; and to review and make allocations from the Reserve Fund, established pursuant to Massachusetts General Laws.

The legal purpose of the Reserve Fund is to fund extraordinary and unforeseen expenditures, transfers from which are voted at the discretion of the Advisory Committee.

FY 2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

N/A

MAJOR BUDGET COMPONENTS

This budget covers memberships and associated costs of preparing town meeting materials. The cost of printing and production of the Advisory Committee book has increased this past year and subsequently the budget has been increased by \$500.

FY 13 RISKS AND CHALLENGES

N/A

DEPARTMENTAL ACCOMPLISHMENTS

DESCRIPTION OF REVENUE	FY/10	FY/11	FY/12	FY/13 YTD	Comments
---------------------------	-------	-------	-------	--------------	----------

N/A

Budget 131 Advisory Committee

From Date:	12/1/2011	To Date:	12/31/2011	Definition:	FY13 Completed Budget
------------	-----------	----------	------------	-------------	-----------------------

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: RESERVE FUND

MISSION STATEMENT:

The legal purpose of the Reserve Fund is to fund extraordinary and unforeseen expenditures, transfers from which are voted at the discretion of the Advisory Committee.

FY 2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

N/A

MAJOR BUDGET COMPONENTS

N/A

FY 13 RISKS AND CHALLENGES

FY 12 budget for this account restored the appropriated amount to \$90,000 after a reduction on the floor in FY 11. As compared with other communities, the \$90,000 appropriation is not that robust. However, better budgeting has resulted in less unforeseen shortfalls and at FY 11 year-end, the Reserve Fund returned a surplus to the General Fund of \$54,000.

DEPARTMENTAL ACCOMPLISHMENTS

DESCRIPTION OF REVENUE	FY/10	FY/11	FY/12	FY/13 YTD	Comments
---------------------------	-------	-------	-------	--------------	----------

N/A

Town of Scituate

Budget 132 Reserve Fund

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.132.0570.5789.0000.0000	RESERVE FUND	\$0.00	\$0.00	\$62,000.00	\$0.00	\$90,000.00	\$90,000.00		
SCHEDULE: TRANSFERS - 0570		\$0.00	\$0.00	\$62,000.00	\$0.00	\$90,000.00	\$90,000.00		
Grand Total:		\$0.00	\$0.00	\$62,000.00	\$0.00	\$90,000.00	\$90,000.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: Town Accountant

MISSION STATEMENT

The mission of the Town Accountant's office is to protect the fiduciary interests of the Town by providing independent, timely oversight of the Town's finances and by ensuring that financial transactions are executed legally, efficiently, and effectively, in accordance with federal, state and local law, as well as in adherence to Generally Accepted Accounting Principles(GAAP).

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Goal: To maintain integrity of financial data

Objectives:

-Create an accounting policies and procedures manual and make available to all departments and committees on the Town's intranet site to use as reference to increase compliance with GAAP. (Nov 2011-ongoing)

* For FY13 add three procedures toward the creation of the manual

-Review and analyze budget reports and general ledger accounts for inconsistencies (ongoing)

-Begin setting up schedule to perform internal audits, beginning with areas most susceptible to fraud. (ongoing)

* For FY13 conduct up to three internal audits

Goal: Provide guidance with respect to financial matters of the Town of Scituate

Objectives:

-Update Human Resource Package with employee health and life insurance benefits (Nov 2011-ongoing)

-Configure Human Resource Package to interact with Budgeting Module for forecasting both salary adjustments and benefits (Nov 2012)

-Provide timely financial reports to departments and committees (ongoing)

Goal: Enhance Staff Training and increase financial reporting capabilities

-Train Assistant Town Accountant to perform higher level routine accounting tasks (ongoing)

* FY12 trained in reconciling cash

* FY13 train in reconciling receivables

-Send staff to additional training as appropriate (ongoing)

* Assistant to attend MMAA&A's Educational Training Program

* Assistant to attend Fall UMAS training course

-Work with the Town Administrator to improve & create new budget and financial reports to assist Town Officials and residents in understanding the Town's financial position (ongoing)

-Begin producing instructions to better train all Town staff in the use of the accounting software to meet their department needs, as well as, scheduling individual training sessions with staff (ongoing)

* Conduct two training sessions with department heads and staff in utilizing the system to create their own reports

MAJOR BUDGET COMPONENTS

The Town Accountant's office is responsible for:

- Ensuring proper accounting, authorization and compliance controls are in place town wide
- Reviewing and processing payment of all Town and School invoices
- Maintaining attendance for all Town employees
- Maintaining records of all town budgets and payments for payrolls and vendors
- Maintaining records of all grants, gifts, and other special revenue funds available for expenditure
- Maintaining records of all cash receipts to the Town
- Preparing monthly revenue and expenditure reports
- Reconciling cash and accounts receivable to the books of the Treasurer/Collector
- Closing the fiscal year financial books and preparing the Town's financial statements
- Certifying availability of appropriations
- Coordinating annual independent audit
- Preparing and submitting to the Department of Revenue necessary reports such as Schedule A, Tax Recap, Balance Sheets for free cash and retained earnings certification, and sections of the School Year End Report
- Annually filing and distributing 1099's, as well as Annual Provider Information Reports to the Internal Revenue Service and the Department of Revenue
- The office is comprised of three FTE.
- The other major components other than purchase of services and supplies are:
 - Annual independent audit
 - Bi-annual OPEB actuarial study

FY 13 RISKS AND CHALLENGES

- To continue to provide training for staff with a limited budget and limited time

DEPARTMENTAL ACCOMPLISHMENTS

Installation of Human Resource package to automate attendance record keeping balances. Continuing to roll out to departments for their access to accurate and timely employee sick and vacation balances.

- Online submission of Schedule A & Tax Recap
- Prepared detailed economic analysis of all five union proposals
- Prepared report on total of unfunded liability for employee benefits
- Continue to obtain actuarial valuation of post-retirement welfare benefits for compliance with GASB 45
- Updated excel worksheet for the Financial Forecast report.
- Working with Treasurer's office to provide employee sick leave and vacation accruals on employee's paystubs, as well as developing a new attendance/time work sheet
- Continuing to automate monthly financial statements
- Procured a new auditing firm for the audit of the Town's financial statements
- Prepared financial statistics and comparisons, along with charts for presentation for a bond rating from Standard and Poor.
- Procured an unpaid intern for the summer to help with general office duties and coverage for vacation time, as well as performed an internal audit of DPW purchases.

DESCRIPTION OF REVENUE	YTD				Comments
	FY/09	FY/10	FY/11	FY/12	
N/A					

Town of Scituate

Budget 135 Town Accountant

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.135.0510.5110.0000.0000	REGULAR SALARIES	\$160,717.37	\$161,218.00	\$66,995.61	\$164,608.00	\$170,923.00		
001.135.0510.5130.0000.0000	LONGEVITY	\$2,250.00	\$2,350.00	\$800.00	\$2,050.00	\$800.00		
001.135.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$500.00	\$0.00		
001.135.0510.5191.0000.0000	OTHER SALARIES	\$1,623.82	\$1,613.00	\$572.81	\$1,308.00	\$511.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$164,591.19	\$165,181.00	\$68,368.42	\$168,466.00	\$172,234.00		
001.135.0520.5241.0000.0000	OFFICE MACHINE MAINTEN	\$0.00	\$100.00	\$0.00	\$200.00	\$50.00		
001.135.0520.5242.0000.0000	REPAIR EQUIPMENT	\$0.00	\$250.00	\$0.00	\$0.00	\$0.00		
001.135.0520.5308.0000.0000	TRAINING	\$0.00	\$500.00	\$0.00	\$1,000.00	\$700.00		
001.135.0520.5309.0000.0000	TECHNICAL SERVICES	\$52,820.62	\$40,000.00	\$10,000.00	\$52,000.00	\$52,000.00		
001.135.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$1,539.13	\$3,400.00	\$135.00	\$2,150.00	\$2,150.00		
001.135.0520.5343.0000.0000	BINDING & PRINTING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.135.0520.5344.0000.0000	POSTAGE	\$106.84	\$120.00	\$2.20	\$120.00	\$100.00		
001.135.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$245.40	\$100.00	\$0.00	\$100.00	\$200.00		
001.135.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$234.97	\$215.00	\$215.00	\$215.00	\$215.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$54,946.96	\$44,685.00	\$10,352.20	\$55,785.00	\$55,415.00		
001.135.0540.5420.0000.0000	OFFICE SUPPLIES	\$1,740.96	\$1,800.00	\$463.60	\$1,800.00	\$1,800.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$1,740.96	\$1,800.00	\$463.60	\$1,800.00	\$1,800.00		
001.135.0580.5851.0000.0000	EQUIPMENT	\$9,664.10	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$9,664.10	\$0.00	\$0.00	\$0.00	\$0.00		
Grand Total:		\$230,943.21	\$211,666.00	\$79,184.22	\$226,051.00	\$229,449.00		

End of Report

TOWN OF SCITUATE

2013 BUDGET

DEPARTMENT: ASSESSORS

MISSION STATEMENT:

The Assessors Office is responsible for the administration of all laws and regulation regarding property tax assessments.

In accordance with Massachusetts' General Law and Department of Revenue guidelines, the office administers the valuation of real estate, personal property, motor vehicle, and boat excise.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Goal: Increase interior inspection percentage during cyclical inspection process by 20%.

The Department of Revenue requires towns to inspect all property in a nine-year cycle. Every property is inspected at least once during that cycle with a full measurement and exterior inspection completed. Interior inspections are not as easily accomplished, as many times no one is available at the property. Although we have met Department of Revenue requirements, we would like to increase our percentage of interior inspections.

Objectives:

1. Identify properties without interior inspections. Ongoing
2. Provide information regarding the interior inspection process during exterior inspections if property owner is not at home. This will be by way of a letter left at the property requesting an interior inspection. Ongoing
3. Schedule interior inspections in the field Tuesday evenings during regular Town Hall hours. Ongoing

Goal: Improve GIS (Geographic Information System) file in Assessors' software.

The Assessors' appraisal file currently has GIS/parcel maps embedded in the software that allows us to produce maps, charts, reports, etc. In addition, GIS software is essential in identifying trends and discrepancies in assessments. Unfortunately, the GIS file has not been updated on an annual basis and the accuracy of the data is often compromised.

Objectives:

1. Coordinate with our IT Director, a program of annual updates of the GIS file if resources are available. 6/30/13
2. Identify new lot splits and subdivisions with Engineering Department to ensure accuracy of existing maps. 6/30/13
3. Provide updated GIS/parcel map to our appraisal vendor for integration into our appraisal file. 6/30/13

Goal: Promote increased participation of seniors in the Real Estate Deferral program under Chap 59 – Sec 41A

Many seniors are finding difficulty paying real estate taxes year to year. The recent override will create additional difficulty. Exemptions are available for some but only provide limited relief. The qualifications for a deferral are less restrictive and may be able to make a significant difference for many seniors. The town only had 9 seniors participate in the program in fiscal year 2011.

Objective:

1. Obtain from Clerks' office a listing of all residents over 65 years old.
(The initial qualification for a deferral). 10/31/12
2. Determine which residents over 65 are taxpayers in appraisal file. 10/31/12
3. Provide informational mailings to taxpayers that potentially qualify, update website regarding deferral program, and work with Council on Aging to identify seniors in need. 10/31/12

Goal: Complete review and recollection of all exempt property

The Department of Revenue has recommended/required for next certification the recollection of all exempt property in town. This can be a daunting task given the nature of the properties (schools, churches, waste water treatment plant, etc.) Consequently, our recertification cost for FY 2015 may increase significantly.

Objectives:

1. Identify additional cost related with recollection of all exempt property 6/30/13
2. Establish program of in-house recollection by town staff of exempt properties reducing cost. 6/30/13
3. Inspect selected properties prior to DOR mandated recertification with balance being inspected by appraisal vendor during next recertification contract. 8/31/14

MAJOR BUDGET COMPONENTS

As part of its daily operation, the Assessors Office responds to inquiries from taxpayers, attorneys, banks, realtors, surveyors, and others. The office administers or performs the appraisal of over 9,000 parcels of property.

Included in this total are residential, commercial, industrial, and personal property.

In addition, the Assessors Office processes over 15,000 motor vehicle and boat excise bills each year.

Exemptions to qualified taxpayers are also processed each year. Approximately 200 exemptions are granted to disabled veterans, surviving spouses, elderly and blind taxpayers. The office also provides abutters lists to various departments as part of the public hearing process.

The major expenditures of our department are as follows:

Salaries – (97%) support staff for taxpayer assistance and inquiries, assessment generation, and processing of any abatements or exemptions granted by the Board of Assessors.

Purchases of services – (3%) general office requirements such as office supplies, printing, technical services, etc.

Y 13 RISKS AND CHALLENGES

Many challenges are similar to last year. It is important to deal effectively with taxpayer frustration with assessment issues and taxes under increasingly stressful situations. Given the nature of our function in dealing with taxpayer's finances, it must be emphasized that we experience a much different interaction with the public than many other offices. The work in our office continues to be technical and complex and with statutory and Department of Revenue requirements constantly changing, continuous training is critical.

Also, obtain DOR approval on value, new growth, and tax rate in sufficient time to issue tax bills prior to December 31st. This past year, DOR approval took significantly longer than past years. Departmental duties leading up to DOR approval are quite extensive. Accelerating this process if necessary will be extremely difficult.

DEPARTMENTAL ACCOMPLISHMENTS

In FY 2010, 60 applications for abatement were filed representing less than 1% of the total parcel count in town.

In FY 2011, 45 applications for abatement were filed representing less than 1/2 % of the total parcel count in town.

Our position is that we have adjusted assessments appropriately to reflect changing market conditions resulting in an overall decrease in abatement filings. Consequently, a reduction in abatement filings protects the overlay account. In addition, informational mailings and website information regarding the assessment process have provided taxpayers a better understanding of how assessments are generated.

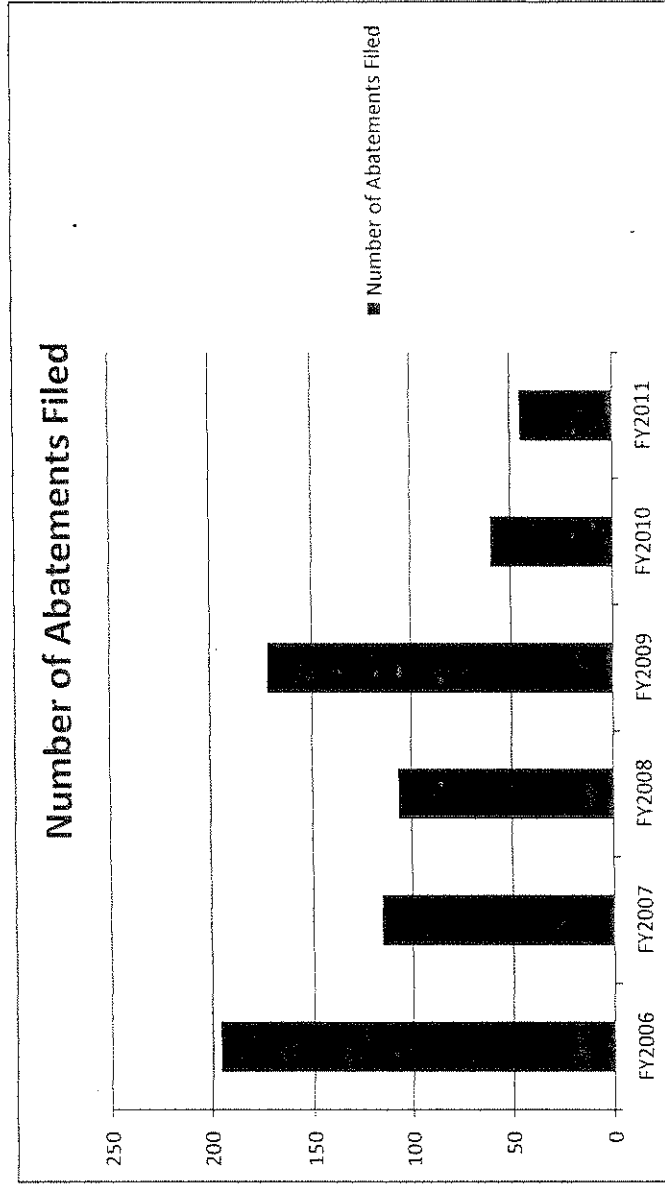
Property inspections for building permit and cyclical inspections continue to be performed by in-house staff resulting in significant reduction in costs and a lower margin of error.

FY 2012 Revaluation was completed at a cost of \$72,000. At approximately \$8.00 per parcel, the revaluation process was completed using a combination of appraisal vendor responsibilities supplemented by in-house staff. Prior to in-house responsibilities, (beginning with 1994 revaluation) revaluation costs exceeded \$100,000.

DESCRIPTION	FY/10	FY/11	FY/12	FY/13	Comments
REVENUE			YTD	Projected	

Property Cards	\$2,593	\$2,878	\$1,475	\$2,500	
Abutters Lists					
Deeds					
Assessment Reports					

Year	Abate ments
FY2006	196 Reval
FY2007	116
FY2008	107
FY2009	172 Reval
FY2010	60
FY2011	45



Town of Scituate

Budget 141 Board of Assessors

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.141.0510.5110.0000.0000	REGULAR SALARIES	\$125,670.95	\$128,434.00	\$57,363.96	\$132,257.00	\$132,257.00		
001.141.0510.5120.0000.0000	OVERTIME	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.141.0510.5130.0000.0000	LONGEVITY	\$1,700.00	\$2,100.00	\$1,250.00	\$3,200.00	\$3,200.00		
001.141.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$500.00	\$0.00	\$500.00	\$500.00		
001.141.0510.5180.0000.0000	PART-TIME SALARIES	\$42,521.13	\$44,304.00	\$19,813.38	\$47,738.00	\$47,738.00		
001.141.0510.5191.0000.0000	OTHER SALARIES	\$1,540.40	\$1,559.00	\$628.18	\$1,620.00	\$1,620.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$171,432.48	\$176,897.00	\$79,055.52	\$185,315.00	\$185,315.00		
001.141.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$172.80	\$175.00	\$172.80	\$175.00	\$175.00		
001.141.0520.5308.0000.0000	TRAINING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.141.0520.5309.0000.0000	TECHNICAL SERVICES	\$7,800.00	\$300.00	\$0.00	\$300.00	\$300.00		
001.141.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$105.00	\$200.00	\$0.00	\$200.00	\$150.00		
001.141.0520.5343.0000.0000	BINDING & PRINTING	\$861.31	\$900.00	\$618.96	\$900.00	\$875.00		
001.141.0520.5344.0000.0000	POSTAGE	\$855.85	\$800.00	\$204.60	\$800.00	\$800.00		
001.141.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$387.20	\$500.00	\$114.80	\$500.00	\$400.00		
001.141.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$10,437.16	\$3,130.00	\$1,366.16	\$3,130.00	\$2,955.00		
001.141.0540.5420.0000.0000	OFFICE SUPPLIES	\$663.72	\$1,000.00	\$221.05	\$1,000.00	\$850.00		
001.141.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$663.72	\$1,000.00	\$221.05	\$1,000.00	\$850.00		
001.141.0580.5852.0000.0000	FURNISHINGS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		

Town of Scituate

Budget 141 Board of Assessors

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date:

12/31/2011

Definition: FY13 Completed Budget

Account	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
Grand Total:	\$182,533.36	\$181,027.00	\$80,642.73	\$189,445.00	\$189,120.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: Treasurer/Collector #145

MISSION STATEMENT:

The Town Treasurer's responsibilities include collecting, managing, and investing all Town funds per MGL; reconciling all Town bank accounts; reconciling cash to the Town Accountant; overseeing all Town borrowing on short-term, and long-term debt, interfund advance borrowings, MWPAT loans with all pertinent documentation required; collecting tax title, and tax deferral accounts while pursuing foreclosure with the tax title attorney as necessary; managing all Town payroll processes, coordinating withholding/contribution payments such as dues, health, life, cancer, disability, and dental insurance benefits; completing cash management reports to local, state, and federal authorities; collecting bounced checks, and fees; and assuring the prompt payment of Town bills with the Town Accountant.

The Town Collector's responsibilities include producing municipal lien certificates; providing tax information to the public; communicating with various lenders, title companies, and attorneys; overseeing the tax taking process; collecting real estate, personal property, vehicle excise, and boat excise taxes with interest if past due in a prompt, and efficient manner according to the MA General Laws using all collection methods available; collecting water/sewer bills, police details, school-use fees, septage disposal charges, Marina slip fees, etc., and assisting all Town Departments in their collection efforts.

FY13 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Goal 1: Review, organize, and reduce the volume of records in the Treasurer/Collector's office, and in the basement storage space by 25%. (Timeline: Spring 2012 to Spring 2013)

Objective 1: Document existing records in the basement. (Timeline: Spring 2012-December 2012)

Objective 2: Petition the State for permission to destroy old documents. (Timeline: Fall 2012-December 2012)

Objective 3: Set up office files in a more organized manner. (Timeline: December 2012-Spring 2013)

Goal 2: Work with the Town Administrator, and the Town Accountant in the creation of an employee handbook to eliminate confusion by standardizing benefit eligibility. (Timeline=Summer 2012 to June 2013)

Objective 1: Gather samples from other communities, and attend meetings relative to the topic. (Timeline=July 2012 to September 2012)

Objective 2: Review contract language regarding benefit eligibility and/or make changes; review 125 Cafeteria Plan Document, Plymouth County Health eligibility criteria, and Plymouth County Retirement insurance options. (Timeline=July 2012 to September 2012)

Objective 3: Create policies with BOS, and Labor Counsel's approval for Employee Handbook for all Town employees; issue handbook. (Timeline=December 2012 to June 2013)

Goal 3: Maximize efforts to collect a minimum of 20 tax title accounts without incurring additional legal expenses. (Timeline: FY12-FY13)

Objective 1: Assign accounts for collection to the Assistant Treasurer/Collector, and other staff to further enhance the individual efforts of the Treasurer/Collector. (Timeline: FY12-FY13)

Objective 2: Delegate research duties to staff for the gathering of data such as telephone numbers, alternative addresses, online Registry of Deeds lender data, and/or other means of direct contact to aid in obtaining outstanding tax revenues. (Timeline: FY12-FY13)

Objective 3: Increase written correspondence to the delinquent taxpayers with copies of updated tax title statements. (Timeline: FY12-FY13)

MAJOR BUDGET COMPONENTS

In FY13, the \$251,234 Personal Services component equals 87% of the total \$288,924 Treasurer/Collector's budget, and covers the cost of three full-time, and two part-time employees. The Postage line item has been increased to \$30,000 due to increased postage costs as of January 2012, which is 10% of the overall budget. It pays for all Town tax bill mailings (real estate, personal property, vehicle excise, and boat excise), along with demand bills, plus the mailing of weekly vendor checks for the entire Town's vendor bill payments. In addition, the Treasurer/Collector's postage budget absorbs for all the lease costs plus all the specialized postal supply costs used by Town Departments (except for the School Department). Using inferior items have caused damage to the delicate machinery in the past so cost savings options are not available.

FY13 RISKS AND CHALLENGES

Economic difficulties continue to challenge the high tax collection rate. To date, the office has successfully maintained past year 90+% collection rates, and does very well as compared to previous monthly collection rates. Increased delinquencies result in increased demand bill mailings that increase the postage budget. Educating the public in tax taking procedure is exhaustive, yet well worth the effort taken to collect the debt. Adhering to ever-changing payroll, retirement, insurance, and tax law reform changes is always a challenge thereby providing the risk of not being in compliance. Attending meetings are a necessity to monitor changes, but the budget sometimes prevents attendance, so choices are made wisely. The office supply budget is insufficient to cover all the tasks done in this office for the purposes of serving all Town Departments, and the public. Managing that small pool of money is an ongoing battle. All but vital purchases have already been eliminated in the past few years to cut costs while responsibilities continue to increase.

DEPARTMENTAL ACCOMPLISHMENTS

Despite the challenging economic environment impacting many taxpayers, the Treasurer/Collector's office was able to maintain its ongoing high collection rate. The staff is well versed in appropriate collection techniques, and is accomplished in educating the public on many tax-related, sticker, returned check, detail, septage, and water/sewer issues during the work day.

The department has continued to customize the payroll software to better serve the needs of the Town, and its departments. Access to School payroll data, previously not available to Treasurer/Collector staff, has been a huge asset in creating reports for managing employee benefits, public records' records, and for a multitude of Accounting reporting purposes. Changes are made as needed to further maximize the system on an ongoing basis. The payroll coordinator continues to build on her knowledge of proper procedures to maintain the quality of the database details.

The Treasurer/Collector's office has worked with the MWPAT for interim funding on both the Rosa's Lane, and the new Muscquashcut Pond sewer projects. It is an enormous task creating the sewer betterment bills, and apportionments to collect the homeowners' full share of the total cost who need to be educated as to the lengthy process involved from start to finish. The low interest rate dollars borrowed from the Trust decreases the amount of the individual sewer betterment owed to the Town by the homeowners impacted, a "win-win" situation for all. The long term funding is expected to take place in February of 2012/FY12 for Rosa's Lane, and December of 2012/FY13 for Muscquashcut Pond.

The Assistant Treasurer/Collector attended many information meetings with, or in place of the Treasurer/Collector in an effort to keep abreast of constant state, and federal changes. Due to budget limitations, meetings are chosen carefully based on the relevancy of agenda topics to best spend taxpayer dollars.

The Treasurer/Collector managed several borrowings that included the cost savings method of utilizing Interfund Advance Borrowings whereby the Town borrows from itself on a temporary basis with the approval of the Board of Selectmen, and with notification to the Department of Revenue. This saves both in issuance, and interest costs. A bond was issued in March of 2012 along with a S&P site visit for the Town's rating. There was also a new bond anticipation note (BAN) done in November of 2012.

Beach, transfer station, and replacement transfer station stickers continue to be offered online for a more efficient mechanism for the recipients to pay, and to process receipts in an automated fashion. The Treasurer/Collector's office began to accept walk-in sticker payments in the fall of 2011/FY12 once the temporary staff ceased operations.

A credit card option was provided at the Harbormaster's office for transient boaters to pay for overnight stays, and at the Transfer Station to reduce cash transactions. An online payment option for the issuance of building permits finally came to fruition in FY12. The Treasurer/Collector's office continues to add to the volume of online payments downloaded daily as cash receipts.

There has been a dramatic increase in the amount of municipal lien certificates (MLC's) produced by the Treasurer/Collector's office, and a sizeable increase to revenues due to heavy refinancing volume. For comparison, 833 MLC's produced \$30,950 of revenue in FY10 vs. 1,084 done in FY11 resulted in \$51,300. The fee was increased from \$25 to \$50 on 11/2/09 (FY10) to be in line with most other communities.

Town of Scituate

Budget 145 Treasurer/Collector

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date:

12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
Grand Total:		\$300,062.37	\$261,954.00	\$116,838.71	\$288,880.00	\$288,392.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: Tax Foreclosure #158

MISSION STATEMENT

The intent of this appropriation is to seek compensation for the Town by pursuing the collection of outstanding taxes within the confines of the MA General Law statues for tax taking, and foreclosure.

FY13 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The goal in FY13 is to aggressively pursue the real estate property tax dollars owed to the Town along with interest, and fees while managing the legal budget effectively, and efficiently. There is a sizeable inventory of Town possession properties that need to be reviewed for the purposes of auction, and/or Town use annually. Parcels in tax title must be constantly assessed for assignment to the tax title attorney for foreclosure, or to negotiate payment arrangements in a reasonable period of time.

MAJOR BUDGET COMPONENTS

The major budget component of the tax foreclosure appropriation is the legal cost of foreclosure in Land Court, and title research, especially for estate issues. Additionally, there is a sizeable cost to record liens at the time of each annual tax taking. There is a charge of \$77 per item to place a lien either at the Registry of Deeds, or Land Court for registered land. In FY12, the liens resulting from the takings on delinquent FY11 accounts totaled \$6,237. Also in FY12, the services of Town Counsel have been utilized in an ongoing eviction case.

FY13 RISKS AND CHALLENGES

One major obstacle is the limited budget available to pursue collection. Strides have been made in increasing the annual budget, but it is often unpredictable based on the property owners' circumstances (e.g. probate issues, quarreling heirs, unknown location of owners, etc.). Another risk is spending valuable time, and money on old tax title accounts only to discover that the property title is not clear, or the land's location is in question. Given the high cost of legal action, and the high volume of tax title accounts, numbered at 176 as of 12/2/11, along with the multitude of Town possession properties, the challenge is to carefully choose which parcels to focus on for a quick recovery using the services of the Town's tax title attorney.

DEPARTMENTAL ACCOMPLISHMENTS

The FY11 tax taking done in November of 2011/FY12 totaled \$155,253, which was an increase of \$55,292 as compared to FY10's taking done in FY11 amount of \$99,961. However, it is still lower than the particularly high figure of \$241,950 for FY09 takings done in FY10, and a significant accomplishment given the continued issues with the economic climate. During FY11, a total of \$686,317 was collected in tax title, and tax deferral receipts, as well as a Town possession auction payment. The Treasurer/Collector continues to work with taxpayers regarding payment plans, and the Tax Title Attorney for foreclosures that often initiates payment.

Town of Scituate

Budget 158 Tax Foreclosures

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.158.0621.5309.0000.0000	TAX TITLE FORECLOSURES	\$25,000.00	\$32,000.00	\$19,844.82	\$50,000.00	\$39,000.00		
SCHEDULE: TAX FORECLOSURES - 0521		\$25,000.00	\$32,000.00	\$19,844.82	\$50,000.00	\$39,000.00		
Grand Total:		\$25,000.00	\$32,000.00	\$19,844.82	\$50,000.00	\$39,000.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: Administration 149

MISSION STATEMENT

The role of the Town Administrator's Office is to provide services to residents in a professional, courteous, and timely manner. Also to work cooperatively with municipal employees, Elected Officials and Board and Committee members resolving problems and implementing policies and procedures.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Administrative Support to Town Administrator

Management/Organization of paperwork and files in the Town Administrator's Office.

Insurance

Continue to identify areas and opportunities to educate employees on safety in the workplace.

Office

Update Personnel Folders

MAJOR BUDGET COMPONENTS

- Salary of part time recording secretary for various boards and committees.
- Town Hall telephone bills.
- Paper for Town Hall

FY 13 RISKS AND CHALLENGES

Guaranteeing that the lines of communication are open in the Town Administrator's office for residents and employees of the Town.

Managing the Town Administrator's tight schedule to ensure that department heads, chairs/members of boards and committees, and residents are able to meet with the TA when necessary.

The management of the paperwork which accumulates in this office is particularly challenging. Personnel files; five unions; budgets; legal; Town meetings; general correspondence from various departments must be organized to make certain that any piece of correspondence can be located when needed.

Oversight and follow-up of general liability, workers compensation and unemployment insurance claims to insure proper resolution.

DEPARTMENTAL ACCOMPLISHMENTS

Serving on the Beach Sticker Committee to recommend changes in the purchasing of stickers
Assisted with a new data entry program for Beach and Transfer Station Stickers
Review and preparation of FY/12 budgets notebooks and Capital Plan notebooks
2010 Town Report
Coordinating/supervising the Mail-in Sticker Program for 2011-2012
Processing Workers compensation and General Liability insurance claims
Processing Unemployment Assistance claims
Administer Senior Tax Work-off Program
Administrative support to Town Administrator

Town of Scituate

Budget 149 Town Administration

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Town Selectman	FY13 Advisory Committee
001.149.0510.5130.0000.0000	LONGEVITY	\$0.00	\$0.00	\$0.00	\$0.00	\$157.00		
001.149.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.149.0510.5180.0000.0000	PART-TIME SALARIES	\$2,082.47	\$6,000.00	\$1,011.82	\$6,000.00	\$15,608.00	Chris	
001.149.0510.5190.0000.0000	SEASONAL SALARIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.149.0510.5191.0000.0000	OTHER SALARIES	\$0.00	\$0.00	\$0.00	\$0.00	\$106.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$2,082.47	\$6,000.00	\$1,011.82	\$6,000.00	\$15,871.00		
001.149.0520.5242.0000.0000	REPAIR/MAINT PROP/EO	\$0.00	\$150.00	\$0.00	\$150.00	\$50.00		
001.149.0520.5271.0000.0000	RENTALS EQUIP/FACILI	\$6,267.25	\$8,500.00	\$3,575.52	\$0.00	\$0.00		
001.149.0520.5308.0000.0000	TRAINING	\$0.00	\$0.00	\$0.00	\$0.00	\$30,000.00		
001.149.0520.5309.0000.0000	TECHNICAL SERVICES	\$2,629.86	\$0.00	\$0.00	\$0.00	\$0.00		
001.149.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$59.14	\$0.00	\$0.00	\$0.00	\$0.00		
001.149.0520.5341.0000.0000	TELEPHONE	\$26,735.32	\$30,000.00	\$9,865.10	\$30,000.00	\$29,000.00		
001.149.0520.5343.0000.0000	BINDING & PRINTING	\$946.36	\$0.00	\$0.00	\$0.00	\$0.00		
001.149.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$36,637.93	\$38,650.00	\$13,440.62	\$30,150.00	\$59,050.00		
001.149.0540.5420.0000.0000	OFFICE SUPPLIES	\$3,717.93	\$4,500.00	\$1,397.18	\$4,400.00	\$4,400.00		
001.149.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$3,717.93	\$4,500.00	\$1,397.18	\$4,400.00	\$4,400.00		
Grand Total:		\$42,438.33	\$49,150.00	\$15,849.62	\$40,550.00	\$79,321.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: Information Technology

MISSION STATEMENT:

Leverage technology to meet the goals and needs of the business both tactically and strategically by expanding services and achieving economies of scale through network connectivity, application availability, and optimization.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Goal 1: Improve digital communication between town offices

Benefits: Enterprise technologies can be better leveraged across the organization as a whole vs. specific to a given office

Obstacles: Certain technologies to improve the connectivity between sites will need to be procured and thusly approved as a budget item(s). **Solutions:** Continue to work with vendor to reduce costs of technologies.

Action Steps: Configure and deploy site to site and software VPN solutions, see what options are available from our existing internet service providers as add on services.

Goal 2: Configure firewall to accept software VPN to eliminate the need for unsecured remote desktop access to budgetsense from remote sites i.e. school system

Benefits: We can close any openings in our perimeter network that allows for unsecured remote desktop connection to our financial servers which creates a secure local area network and is in line with best practices for security.

Obstacles: School system accepting that they will need a separate piece of software installed for individual users that access the central financial applications hosted at Town Hall.

Action Steps: Configure settings to allow for remote access to our network and specify what resources are to be available i.e. budgetsense. Work with school system IT Coordinator to implement.

Goal 3: Add managed wireless network to select remote sites where applicable and town hall where applicable to create a foundation for mobile computing

Benefits: Support network connectivity for users of mobile devices, lay foundation for paperless board meetings, wireless sync of IPAQ devices used by the building inspectors and other services that have yet to be realized.

Obstacles: A majority of users are tethered to the physical network and will not see the benefit of such an undertaking

Action Steps: Procure and configure secure wireless access points

Goal 4: Deploy (where applicable) leased multi-function printing solutions

Benefits: Create predictable costs and performance of/for printing

Obstacles: Shifting budget for individual function (fax, printer, copier) desktop solutions to a shared all in one solutions.

Action Steps: Determine current printing costs per office and determine if the subsequent financial model supports a leased Multi Function Printer in said department.

Key Results: Centralize Domain Management, File Services, Backup & Recovery, and Security across the office of the Town of Scituate. Having the remote offices connected to a central site allows for resource management and sharing via these secure site to site connections. Create a foundation with which future applications can be centrally deployed and managed i.e. phone system & email.

MAJOR BUDGET COMPONENTS

The Information Technology (IT) department personnel consist of William Sheehan IT Director. The IT department is responsible for all computer hardware and services, network hardware and services, software applications and services, printing and day to day troubleshooting of said along with creating and implementing the strategic vision for the Town of Scituate's technology initiatives. Major components include salaries, procurement of hardware and any associated maintenance and leases of said hardware.

New Items Prioritized

- 1) Hardware Procurement to create secure Wide Area Network (WAN) \$15,000
- 2) Computer Hardware to upgrade key users including Department Heads \$8,000
- 3) New Multi-Function Printer leases in Town Hall for Assessor/Building Inspector/Accounting \$5,300
- 4) New backup server and tape loader \$6,200
- 5) Expand Storage Capacity on Existing Storage Area Network (SAN) \$1,313.82
- 6) Laptops for Selectmen Paperless Meetings \$4,000

FY 13 RISKS AND CHALLENGES

There several initiatives that require investment in network infrastructure in order to achieve the desired results. Without hardware to connect the remote offices the ability to share/centralize any services cannot be realized. Centralizing infrastructure will allow for greater control and policy implementation but also has risks as remote offices will rely on the connections back to Town Hall for services (Comcast/Verizon outage or Cisco hardware

issue). This can be mitigated by adding and in some cases upgrading fall back hardware at the remote sites, any hardware add would likely be budgeted for FY14. The site to site connections back to Town Hall will also fast track the potential for a centralized messaging environment via MS Exchange 2010 along with necessary hardware and backup which have been partially budgeted for in FY12 (no exchange backup license until FY13).

DEPARTMENTAL ACCOMPLISHMENTS

Replacement of core infrastructure with VMWare and Storage Area Network (SAN) as key components. Extend first segment of WAN to Water Department. Standardization of multi-function printing, network infrastructure, desktops & laptops. Segment current domain to allow for Emergency Responders to provide Tier 3 support (password resets/software installs) without Administrative privileges off hours. Remove administrative privileges on all users' computers to increase security and decrease downtime caused by the proliferation of virus/malware. Reviewed all internet billing to ensure the plans are current with speed requirements while in many cases reducing the cost of the plans. Deploy and rebuild 30+ computers. Plan in place for centralized infrastructure for Backup and Recovery of critical files for all remote offices.

Town of Scituate

Budget 155 Information Technology

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.155.0510.5110.0000.0000	REGULAR SALARIES	\$22,682.06	\$83,300.00	\$36,266.71	\$84,864.00	\$86,562.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$22,682.06	\$83,300.00	\$36,266.71	\$84,864.00	\$86,562.00		
001.155.0520.5241.0000.0000	OFFICE MACHINE MAINTEN	\$0.00	\$1,500.00	\$143.85	\$14,300.00	\$14,300.00		
001.155.0520.5309.0000.0000	TECHNICAL SERVICES	\$0.00	\$97,895.00	\$44,113.00	\$124,940.00	\$116,040.00		
001.155.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$0.00	\$0.00	\$0.00	\$480.00	\$480.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$0.00	\$99,395.00	\$44,256.85	\$139,720.00	\$130,820.00		
001.155.0540.5420.0000.0000	OFFICE SUPPLIES	\$0.00	\$700.00	\$47.87	\$1,200.00	\$1,200.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$0.00	\$700.00	\$47.87	\$1,200.00	\$1,200.00		
001.155.0580.5851.0000.0000	EQUIPMENT	\$0.00	\$2,500.00	\$0.00	\$34,600.00	\$23,100.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$0.00	\$2,500.00	\$0.00	\$34,600.00	\$23,100.00		
Grand Total:		\$22,682.06	\$185,895.00	\$80,571.43	\$260,384.00	\$241,682.00		

End of Report

MISSION STATEMENT:

The Mission of the Office of the Town Clerk is to serve as the official record keeper and archivist of the town records and statistics; and to coordinate and oversee elections and voter registration in compliance with Massachusetts and local law in order to assure sound documentation and access to local government for the general public and Town government.

To accurately establish, maintain, and certify all vital statistics of the Town and to collect and administer licenses, registrations and permits required by Massachusetts General Laws and Town By-Laws.

With an awareness of the need for public confidence, trust and respect for government, the Clerk's office provides courteous, competent and efficient service to the community.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS**GOAL #1 – ELECTIONS – Increase the efficiency of the Tally process to the end of the Presidential Election efficiency by one hour**

With the increases in production costs, greater efficiency in the process on Election Day is one way to save costs.

- A. **TECHNOLOGY** – Request and coordinate access to a computer and printer at the High School for Election night.
- B. **STAFF TIME** – Find and train a volunteer to work at the Town Clerk's table on Election Day. Close the Town clerk's office from 8:30 to 12:00 the morning after elections. This should be a practice after all elections.
- C. **VOLUNTEERS** – Increase the number of End of the Night volunteers for the back end of the election. Those volunteers work on sorting ballots and the tally. Utilize web notices, Sci-TV, voter registration/recruiting efforts at the high school, insert a flyer in the water bills, continue to recruit through the ad on the back on the census form.

GOAL #2 – Increased Staff Training for Elections and Town Clerk responsibilities

- A. Funding increase would be required
- B. More flexible staff time – this could limit services while a staff member attends a conference
- C. Periodic posting and closing of the office to attend conferences. This would be similar to teacher training days.

GOAL #3 - Archives – set up an archival retrieval process/policy.

Currently, efforts to systematize two sections of the archives are being reviewed. When/if that project is given approval, a system for retrieval of records needs to be established. In order to increase accountability, the system would be designed to determine who has access to the Archives and how each department will account for materials "on loan". This should be accomplished within the remainder of the year once the project is completed.

- A. Complete audit
- B. Implement that portion of the consultant's recommendation
- C. Write policy

MAJOR BUDGET COMPONENTS

Because the Town Clerk's office operates almost entirely by statutory obligation, areas of expense are generally fixed and fluctuate based on the number of elections/town meetings during the fiscal year. The major expenditures of the department relate to the administration of elections. While it is not readily seen as such, the census, and street list are fundamental to the election process. As such, the production of both the census and street list are major cost factors mandated by the state. When the census responses return to the Clerk's office, not only is the input labor intensive, but the costs related to mandated requirements for non-responders is another significant postage expense. Rarely, is it apparent that staff time is being expended on significant individual follow-up of non-responders in an effort to maintain the integrity of the voter rolls.

Other areas of responsibility include: **vitals** – marriage deaths and births; **licenses** – dogs, clams, raffles, annual fuel storage permits, business certificates; **zoning** – maintain file history and final certification of decisions; **Planning** – process and certification; **posting** of all board and committee meeting notices – both delivered and e-mailed and maintaining files of agendas and minutes; **town meeting** – certification, setup, overseeing; By-law submissions resulting from Town Meeting to the Attorney General, - **Ethics** distribution of summaries and testing to all employees, recording and maintaining records; **Open Meeting Law** – distribution to all appropriate personnel, summaries, recording and maintenance of records.

The legal requirements, detail and accuracy required of the office are exacting. Nevertheless, the office is in constant contact with the public, resulting in responding to requests and interruption by telephone and in person. The work of the office requires each staff member to be able to multi-task on a regular basis. We all know personal contact and the required responses are a standard expectation of the work.

n-hours have essentially remained the same over many years. At the same time, state mandates and technical changes have outpaced the traditional view of the role of the Town Clerk – most particularly in the areas of elections and record keeping/data entry.

FY 13 RISKS AND CHALLENGES

RISK

The greatest risk to the Town Clerk's office is the potential for a sudden need for new election machines. The State has not recommended a new approved machine. The State has not considered or tested new machines. Meanwhile, Town's Op-Tech Eagles are no longer being produced. Election Services & Software still services Op-techs, but it will become increasingly more difficult to find parts and competent service personnel.

The Op Tech Eagles continue to operate very well. Because of economic times, we have delayed in replacement of this equipment because it still does the job and the State had indicated several years ago that it would like to consider and test other options.

Currently, towns making changes to their equipment are purchasing Accuvote, currently the only state-approved equipment. If the state does not offer a new recommendation, the Town will need to consider the purchase of Accuvote machines. We have six machines, one per precinct. We maintain and program a spare – making seven machines.

RISK number 2 is inadequate staffing and training. In a non-major election year, staffing can keep pace, however there is little time for creativity, problem solving and training. When the office is operating in peak election years, or in years where there are a number of unexpected events – town meetings and elections – staffing time is inadequate.

It is important to develop the #2 position, especially in a critical department where legalities can be costly to the town. Staff time is an issue in terms of taking advantage of available training. However, funding for training is vital to the on-going development of staff. The staff could benefit from an established, on-going training program such as that given four times a year by the New England Town Clerks' Assoc. Usually, an Asst. Town clerk begins the three-year certification process offered for one week each summer by the National Institute of Municipal Clerks.

The expenditure for training is in the very best interests of the Town.

CHALLENGES

Challenges continue to remain the same as 2011 and 2012. The staff requires tangible rewards in order to measure their perceived value to the Town.

Such rewards in a financially challenged time are currently not evident in either remuneration or acknowledgment of quality work. While staff has a great willingness to work hard and takes great pride in the quality of their labors, it is hard to maintain morale in an environment with so few rewards that are externally generated.

This is a staff with a strong work ethic, committed to courteous, competent and efficient service to the Town. They need positive feedback on the quality of their work.

DEPARTMENTAL ACCOMPLISHMENTS

The Office of the Town Clerk continues to perform with high marks for quality of service, efficiency, and courtesy. No matter what our current fixed priority may be, we regard customer service as our immediate priority.

In 2011 we have accomplished the following:

- A. Trained, tested and implemented a new State program for generating birth records. This is an on-line system that was instituted across the state on February 1.
- B. Re-precincting – Training, drafting sessions, address filters, new precinct map, changes in the Central Voter Registration System, coordination with appropriate agencies and notification of residents of changes.
- C Increased the staff in the Archives. Two exceptional workers have been added.
- D Pursued inactive voters to assure compliance with State requirements. This has been accomplished by phone in the absence of sufficient postage.
- E. Worked hard at increasing dog licenses. This too has been done by 'phone because of a lack of funds.

DESCRIPTION OF REVENUE	FY/10	FY/11	FY/12 YTD	FY/13 Projected	Comments
---------------------------	-------	-------	--------------	--------------------	----------

See Attached.

Town of Scituate

Budget 161 Town Clerk

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.161.0510.5110.0000.0000	REGULAR SALARIES	\$123,719.89	\$124,457.00	\$56,082.35	\$130,003.00	\$130,003.00		
001.161.0510.5120.0000.0000	OVERTIME	\$1,803.31	\$4,940.00	\$158.13	\$2,991.00	\$2,991.00		
001.161.0510.5130.0000.0000	LONGEVITY	\$1,210.69	\$1,161.00	\$550.00	\$1,700.00	\$1,700.00		
001.161.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.161.0510.5180.0000.0000	PART-TIME SALARIES	\$9,380.75	\$11,750.00	\$296.00	\$13,916.00	\$13,916.00		
001.161.0510.5191.0000.0000	OTHER SALARIES	\$313.54	\$1,250.00	\$85.08	\$1,295.00	\$1,295.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$136,428.18	\$143,558.00	\$57,171.56	\$149,905.00	\$149,905.00		
001.161.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$0.00	\$150.00	\$0.00	\$500.00	\$500.00		
001.161.0520.5308.0000.0000	TRAINING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.161.0520.5311.0000.0000	SUPPORT SERVICES	\$20,473.23	\$16,000.00	\$2,604.62	\$22,320.00	\$22,320.00		
001.161.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$248.00	\$500.00	\$0.00	\$2,000.00	\$500.00		
001.161.0520.5343.0000.0000	BINDING & PRINTING	\$1,978.83	\$2,200.00	\$100.00	\$3,250.00	\$3,250.00		
001.161.0520.5344.0000.0000	POSTAGE	\$1,342.40	\$2,500.00	\$423.59	\$4,200.00	\$3,000.00		
001.161.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$165.52	\$300.00	\$0.00	\$300.00	\$200.00		
001.161.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$280.00	\$235.00	\$235.00	\$350.00	\$300.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$24,487.98	\$21,885.00	\$3,363.21	\$32,920.00	\$30,070.00		
001.161.0540.5420.0000.0000	OFFICE SUPPLIES	\$1,848.34	\$2,000.00	\$748.87	\$3,000.00	\$2,800.00		
001.161.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$336.98	\$500.00	\$170.11	\$500.00	\$275.00		
001.161.0540.5425.0000.0000	PRINTING & FORMS	\$463.22	\$400.00	\$36.49	\$1,150.00	\$800.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$2,648.54	\$2,900.00	\$955.47	\$4,650.00	\$3,875.00		
Grand Total:		\$163,564.70	\$168,343.00	\$61,490.24	\$187,475.00	\$183,850.00		

End of Report

2.8.19

Page: 1

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: CONSERVATION

MISSION STATEMENT:

To protect the beneficial functions of all coastal and inland natural resources within the Town of Scituate including, but not limited to, beaches, dunes, barrier beaches, salt marshes, coastal and inland floodplains, salt marshes, bordering vegetated wetlands, land subject to flooding, and watersheds from improperly proposed development in order to ensure the health, safety and economic well-being of its citizens and wildlife habitats are safe guarded.

Implement to the fullest extent possible the development and landform sustainability standards contained in The Town of Scituate and Commonwealth of Massachusetts Wetlands Protection Regulations, the Town of Scituate Open Space and Conservation Plan, and the Federal Emergency Management Agency's Community Rating System.

Ensure that residents living and working in coastal and inland floodplains are educated in proper construction techniques that will reduce potential adverse impacts to development and residents from storms and flooding.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Goal 1: In accordance with Scituate's Wetlands Protection performance standards and Open Space Plan: protect surface water bodies and ground water (aquifers) and wetlands from potential pollution; prevent the loss and degradation of wetland areas; and, to the extent possible preserve natural drainage areas, ponds and coastal landforms.

Strategy: strictly enforce the development and landform protection and storm water management standards in the local and state Wetlands Protection Regulations. (on-going)

Goal 2: Acquire and manage additional open space and conservation land.

Strategy: Conduct immediate follow-up and outreach to potential land donors and investigate the feasibility and benefits to the Town and residents in accepting donated land and the benefits and detriments of long-term ownership and management of donated open space and conservation lands. Advise the Town Administrator and Board of Selectmen on the pros and cons of accepting donated open space and conservation land. Begin the generation of 'Scituate Conservation Land Trails Map. (on-going)

Goal 3: Continue to coordinate, manage and implement Scituate's participation in the Federal Emergency Management Agency's Community Rating System (CRS). (on-going)

Strategy: Educate the public and developers in proper floodplain construction techniques in order to reduce potential damage to property and reduce disruption to floodplain residents from the adverse effects of flooding, coastal storms and run-off through educational brochures and workshops. The existing floodplain management brochure will be updated and mailed twice per year to floodplain residents and town-wide residents, and an annual workshop will be held for residents living in the floodplain and in coastal areas.

Facilitate comprehensive floodplain management and continue participation in the CRS by maintaining compliance records with required CRS activities in order to continue the reduction in flood insurance premiums for all Scituate residents in the floodplain.

MAJOR BUDGET COMPONENTS

1. Protection of coastal and inland wetlands and landforms by administering the state and local Wetlands Protection Regulations for all proposed activities in or within 100 feet of a wetland resource area;
2. Continued participation and implementation of FEMA's Community Rating System;
3. Management of the Town's open space and conservation lands;
4. Contribute in updating and implementation of the Town's Open Space and Recreation Plan; and
5. Updating and implementation of the Town's Hazard Mitigation Plan.

The majority of our budget goes to salaries for the Conservation Agent and Natural Resources Officer and Conservation Administrative Secretary. In addition, funds are required to mail the Town's floodplain brochure to both residents in FEMA-mapped floodplain areas and a second mailing to all Town residents as required to maintain Scituate's Class 8 rating in FEMA's Community Rating System which results in a 10% reduction in flood insurance premiums for all Scituate floodplain residents. Furthermore, the Commission administers two accounts that maintain clean, safe and publically assessable conservation lands: one for Driftway Park maintenance and development, and the Conservation Fund to be used for maintenance to keep conservation lands safe and assessable, and for legal expenses to explore the benefits and detriments of the purchase or accepting gifts of land for open space and conservation.

The floodplain brochure is in need of updating this FY which will require generating and printing new brochures and mailing to all residents; letterheads and envelopes; MA Association of Conservation Commissions membership dues and workshop participation fees; dues for membership in the International Erosion Control Association and the MA Association of Wetlands Scientists; postage, including ads mailed to applicants, land owners, applicant's representatives; required certified mailings of Commission Determinations, Orders of Conditions, Certificates of Compliance, Extensions, Enforcement Orders, and required mailings to the state Department of Environmental Protection.

FY RISKS AND CHALLENGES

Changes at the state level have been recently proposed that will reduce the participation of the MA Department of Environmental Protection in the permitting process for proposed development. This will increase the responsibilities of local Conservation Commissions.

Maintenance of conservation lands and trails has been a challenge with the elimination of conservation funds last FY. Conservation lands and trails are in jeopardy of continued degradation and becoming unsafe from fallen trees, ruts and wash-outs due to storms, run-off and pedestrian activities. Furthermore, a brochure outlining where conservation and open space lands and attendant trails are available to Scituate residents, along with education of the importance of open space and conservation lands, has never been generated and thus not available to Scituate tax payers. In addition, a formal trail maintenance plan needs to be generated. However, without conservation funds to carry out these necessary actions trails and conservation lands will continue to deteriorate.

Inland and particularly coastal storm response tremendously impacts department activities. Generic emergency regulations and guidelines need to be developed.

Future potential impacts to coastal areas and floodplains will be significantly greater in coming years. Research and follow-up guidelines and education taking into consideration future flooding and storm impacts anticipated as a result of climate change-related sea level rise and increased storm intensity would be beneficial to the Town and residents.

Due to the efforts of the Conservation Agent and citizen volunteers, Scituate has maintained a FEMA Community Rating System (CRS) Class 8 which results in a 10% reduction in flood insurance premiums for all Scituate floodplain residents. However, this coming year FEMA is publishing a new updated CRS Manual, which will require additional staff training to understand new requirements to continue participation in the CRS Program.

DEPARTMENTAL ACCOMPLISHMENTS

Conservation continues to participate in the Scituate Coastal Inundation Project partnering with NOAA, the National Weather Service, and CZM which monitors storm flooding inundation and flood elevations following storms with the ultimate goal of predicting the extent of flooding in particular areas prior to storm landfall. This assists citizens and emergency responders in quicker emergency response and post-storm recovery efforts.

A 10% reduction in flood insurance premiums for all Scituate's floodplain residents continues due to the efforts of the Conservation Agent (Town's CRS Coordinator) and volunteers.

The Commission issued 102 Orders of Conditions, 47 Determinations of Applicability, 34 Enforcement Orders, and 41 Certificates of Compliance.

The Commission continues active participation with the Community Preservation Act Committee in prioritizing expenditures of Community Preservation Funds.

DESCRIPTION OF REVENUE	FY/10	FY/11	FY/12	FY/13 Estimate	COMMENTS
	7/1/09-6/30/10	7/1/10-6/30/11	7/1/11-11/3/11 7/1/11-6/30/12	7/1/11-6/30/12	
Filing fees	\$26,885.50	\$42,539.90	\$19,305.25	\$30,000.00	
Conservation Fund	\$3,500	\$0	\$0	\$3,500.00*	The Commission requests that these funds be generated again for the Conservation & Driftway Funds.
Driftway Fund	\$2,000	\$0	\$0	\$2,500.00*	
<p>*Conservation Fund Audubon in the recent past required a minimum of \$2,500.00 to cover:</p> <ul style="list-style-type: none"> • working with local volunteers to erect fencing that will be maintained and moved as needed by CWP staff with assistance from the town and volunteers. Fencing provided by Mass Audubon, signage with Natural Heritage contact information to be provided by the Town. • Monitor the Third Cliff site April-August on average of 3 times a week • Complete & submit state census forms • Submit year-end report to town officials <p>*Driftway Fund Pays for Scituate Vocational Life Skills Summer Program to cleanup, spread mulch, trim trails, etc.:</p> <ul style="list-style-type: none"> • Driftway Park • Ellis Property • Teak Sherman Park 					

Town of Scituate

171 Conservation-Summary

Fiscal Year: 2011-2012

From Date: 1/1/2012 To Date: 1/31/2012 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.171.0510.5110.0000.0000	REGULAR SALARIES	\$73,018.72	\$72,715.00	\$37,517.27	\$84,528.00	\$84,528.00		
001.171.0510.5120.0000.0000	OVERTIME	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.171.0510.5130.0000.0000	LONGEVITY	\$900.00	\$900.00	\$900.00	\$900.00	\$900.00		
001.171.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.171.0510.5180.0000.0000	PART-TIME SALARIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.171.0510.5191.0000.0000	OTHER SALARIES	\$651.63	\$981.00	\$188.53	\$386.00	\$386.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$74,570.35	\$74,596.00	\$38,605.80	\$85,814.00	\$85,814.00		
001.171.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$0.00	\$200.00	\$0.00	\$200.00	\$100.00		
001.171.0520.5308.0000.0000	TRAINING	\$190.00	\$500.00	\$0.00	\$500.00	\$300.00		
001.171.0520.5309.0000.0000	TECHNICAL SERVICES	\$46,920.00	\$26,948.00	\$19,020.00	\$33,420.00	\$15,748.00		
001.171.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$0.00	\$750.00	\$95.00	\$1,200.00	\$750.00		
001.171.0520.5343.0000.0000	BINDING & PRINTING	\$1,042.85	\$1,000.00	\$0.00	\$5,000.00	\$5,000.00		
001.171.0520.5344.0000.0000	POSTAGE	\$789.67	\$1,100.00	\$611.22	\$7,350.00	\$6,000.00		
001.171.0520.5346.0000.0000	LEGAL ADVERTISING	\$0.00	\$200.00	\$0.00	\$200.00	\$125.00		
001.171.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$207.20	\$750.00	\$116.40	\$1,800.00	\$750.00		
001.171.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$573.00	\$600.00	\$448.00	\$750.00	\$750.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$49,722.72	\$32,048.00	\$20,290.62	\$50,420.00	\$29,523.00		
001.171.0540.5420.0000.0000	OFFICE SUPPLIES	\$951.07	\$700.00	\$190.98	\$1,000.00	\$700.00		
001.171.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$500.00	\$0.00	\$500.00	\$250.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$951.07	\$1,200.00	\$190.98	\$1,500.00	\$950.00		

Conservation
Rev.

Town of Scituate

171 Conservation-Summary

Fiscal Year: 2011-2012

From Date: 1/1/2012 To Date: 1/31/2012 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.171.0900.5200.0000.0000	Conservation PY Encum 5200	\$0.00	\$3,177.20	\$3,177.20	\$0.00	\$0.00	\$0.00	
001.171.0900.5400.0000.0000	Conservation PY Encum 5400	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
SCHEDULE: PRIOR YEAR ENCUMBRANCES - 0900		\$0.00	\$3,177.20	\$3,177.20	\$0.00	\$0.00	\$0.00	
DEPT: CONSERVATION - 171		\$125,244.14	\$111,021.20	\$62,264.60	\$137,734.00	\$116,287.00		
Grand Total:		\$125,244.14	\$111,021.20	\$62,264.60	\$137,734.00	\$116,287.00		

End of Report

TOWN OF SCITUATE

2013 BUDGET

DEPARTMENT: PLANNING

MISSION STATEMENT:

The mission of the Planning Board and Planning Department of the Town of Scituate is the creation and implementation of long-range plans, to provide coordinated guidance and regulation of physical growth and development through the review of subdivision and site development plans, to explore and pursue grant opportunities for the Town as directed by the Town Administrator, and to provide professional advice and technical expertise to the citizens, elected officials, appointed boards and committees, and other departments of the Town of Scituate.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Make sure subdivision, stormwater regulations and zoning (where applicable) are applied and understood by developers, homeowners and Town officials.

- Recommend revisions to Subdivision Rules and Regulations to improve compliance; present recommendations to Planning Board by 10/12.
- Prepare, distribute and review information on new development with land use department heads biweekly in order to address issues quickly. Ongoing
- Continue to work closely with the Building Department to enforce Planning Board conditions on site plans using Planning sign-off on building permits (expected to be implemented with agreement of the Building Commissioner.) Ongoing

Help qualified Scituate residents obtain and use elevation grants in a manner which meets FEMA requirements.

- Hold informational meeting in April or May. Distribute information through beach associations and notices on town website. Use CRS mass mailing to send info to all residents in flood plain. 5/12
- Meet with Elevation Grants Committee twice a year to review reimbursement amount and get assistance with outreach. 7/12, 1/13
- Continue oversight over permitting and construction to make sure homeowners meet MEMA requirements for plan review. Ongoing

Explore locations for additional village centers to provide services needed by Scituate residents and enhance the tax base.

- Recommend that the Economic Development Commission invite key town staff/board members from Cohasset, Hingham and Marshfield to attend one or more meetings and discuss the process of creating and developing new business districts in their towns. 4/12
- Subject to availability of funds, issue RFP and hire consultant to identify and map two potential locations with input from Economic Development Commission and Planning Board, draft applicable zoning and facilitate up to three public meetings to obtain community support. 6/13

Support Town's efforts to move forward on sustainability and energy efficiency.

- Work with Conservation Commission to create map of town open space and sidewalks which can be used to guide decisions on new open space development. 3/12
- Work with the Building Department to develop a brochure or other materials educating homeowners on the Stretch code. 9/12
- Work with the DPW re. implementation and monitoring of projects which meet the guidelines for use of Green Communities funds. 6/13

MAJOR BUDGET COMPONENTS

The Planning Board has a public, highly responsible role in approval of new development and long range planning. Statutes which govern its actions include MGL Ch 40A, MGL Ch41, s 81, MGL Ch 40 s15C, the Town of Scituate Zoning Bylaw, the Town of Scituate Subdivision Rules and Regulations and Stormwater Bylaw. The Planning Board is also charged with producing a Master Plan for the physical development of the town.

The Town Planner makes written and oral recommendations to the Planning Board, drafts its decisions, and insures that new development complies with all of the above laws and regulations. Other responsibilities are assisting the Planning Board and other town boards and committees with long range planning; managing several programs of federal grants for elevating homes in the floodplain; applying for other grants as requested by the Town Administrator and assisting the Planning Board with amendments to regulations for land use.

Personnel costs are responsible for over 90% of this year's budget.

FY 13 RISKS AND CHALLENGES

When land is developed, decisions about new infrastructure can affect residents for years to come. There is the potential for significant financial impact on the Town and its residents if infrastructure is not completed and property owners are left with roads in poor condition or inadequate drainage systems. The economy continues to depress real estate development, reducing activity and revenue from application fees. As development pressure has softened, the Planning Department has been able to expand its roles in helping make the Town more energy efficient and providing a wider range of elevation grant opportunities.

DEPARTMENTAL ACCOMPLISHMENTS

The Planning Department administered \$332,000 in FEMA elevation grants in FY11 and expects this level of grant activity to remain steady through FY12 and FY13. Approximately \$10,000 in administration fees was collected in FY11, with similar amounts expected in FY12 and FY13.

In December, 2010 the Town received a Green Communities designation followed by a grant for \$163,025 in March, 2011 as the culmination of months of work by the Planning Department. Planning also submitted the application and coordinated many activities for the Massachusetts' Clean Energy Center's Solarize.Scituate program which resulted in 30 households obtaining discounts on solar pv installations.

The Planning Department staffed twenty-four Planning Board meetings and twenty-two Development Review Team meetings. Three consulting engineers for technical review of Planning Board applications were selected from ten applicants. These are now also inspecting work on subdivisions and reviewing surety estimates. A new version of the zoning map developed by the Planning Department was adopted by Town Meeting. The electronic files will be added to the Pictometry software used by town departments. Planning also began the process of obtaining funds from the performance bond to fix recently constructed roads and drainage in the Walnut Tree Hill subdivision that already need significant repair.

The Planning Department partnered with planners in Marshfield and Duxbury on a regional study of the impacts of sea level rise on sea walls and other coastal improvements. The workshop held in connection with this study should help Scituate residents better understand the need for long range planning to maintain this vulnerable infrastructure.

Six sets of free bikeracks were obtained through MAPC's reimbursement program in FY11-12. These will be stalled at beaches, conservation land and in Scituate Harbor in December, 2011.

New steps were taken for better follow-up of development approvals. With the support of the Building Department, Planning is now notifying property owners that they can expect inspections for compliance with Planning Board conditions on site plans prior to obtaining a Certificate of Occupancy. Planning will be signing off on building permits on a regular basis for the first time starting in upcoming weeks, which will aid administration of elevation grants and the Stormwater Bylaw. Within the Planning Department, checklists will be used with the Outlook Calendar to make sure drainage maintenance, landscaping and similar recurring or time-sensitive items are completed.

DESCRIPTION OF REVENUE	FY/10	FY/11	FY/12 YTD	FY/13 Projected	Comments
Development Fees	\$2,060.00	\$6,600.00	\$1,985.00	\$4,000.00*	
Grant Admin. Fees	\$6,024.00	\$11,297.15	N/A**	\$10,000.00	

* Fees fluctuate with market conditions.
 **It is expected that a minimum of \$10,000 will be received for grant administration for FY12.

Town of Scituate

Budget-175 Planning Board

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date:

12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.175.0510.5110.0000.0000	REGULAR SALARIES	\$75,244.11	\$76,739.00	\$45,689.96	\$112,053.00	\$112,053.00		
001.175.0510.5130.0000.0000	LONGEVITY	\$1,050.00	\$1,100.00	\$1,100.00	\$1,150.00	\$1,150.00		
001.175.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.175.0510.5180.0000.0000	PART-TIME SALARIES	\$28,195.69	\$28,861.00	\$1,084.72	\$0.00	\$0.00		
001.175.0510.5191.0000.0000	OTHER SALARIES	\$758.13	\$1,020.00	\$308.44	\$783.00	\$783.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$105,247.93	\$107,720.00	\$48,183.12	\$113,986.00	\$113,986.00		
001.175.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$0.00	\$100.00	\$125.00	\$125.00	\$125.00		
001.175.0520.5308.0000.0000	TRAINING	\$0.00	\$1,250.00	\$0.00	\$800.00	\$800.00		
001.175.0520.5309.0000.0000	TECHNICAL SERVICES - EDC	\$5,057.78	\$0.00	\$0.00	\$16,000.00 ↑	\$5,000.00		
001.175.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$890.00	\$450.00	\$0.00	\$810.00 ↑	\$810.00		
001.175.0520.5343.0000.0000	BINDING & PRINTING	\$619.50	\$2,000.00	\$403.71	\$500.00	\$500.00		
001.175.0520.5344.0000.0000	POSTAGE	\$172.31	\$350.00	\$83.81	\$550.00	\$550.00		
001.175.0520.5346.0000.0000	LEGAL ADVERTISING	\$271.37	\$1,000.00	\$437.58	\$800.00	\$800.00		
001.175.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$173.80	\$400.00	\$0.00	\$400.00	\$400.00		
001.175.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$934.42	\$950.00	\$595.85	\$580.00	\$580.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$8,119.18	\$6,500.00	\$1,645.95	\$20,565.00	\$9,565.00		
001.175.0540.5420.0000.0000	OFFICE SUPPLIES	\$756.72	\$700.00	\$301.13	\$700.00	\$700.00		
001.175.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$756.72	\$700.00	\$301.13	\$700.00	\$700.00		
001.175.0580.5852.0000.0000	FURNISHINGS	\$0.00	\$0.00	\$0.00	\$2,500.00 AI	\$0.00		
001.175.0580.5853.0000.0000	OFFICE EQUIPMENT	\$78.00	\$0.00	\$0.00	\$735.00 AI	\$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$78.00	\$0.00	\$0.00	\$3,235.00	\$0.00		

Printed: 12/23/2011 9:32:34 AM

2.8.19

rptGLGenBudgetRptUsingDefinition

Page:

1

one page proposal

Town of Scituate

Budget-175 Planning Board

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date:

12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
Grand Total:		\$114,201.83	\$114,920.00	\$50,130.20	\$138,486.00	\$124,251.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: ZONING BOARD OF APPEALS

MISSION STATEMENT:

To consider and make recommendations to Town Meeting on matters having financial implication for the Town; to develop an annual recommendation on town and school budgets for town meeting consideration; and to review and make allocation s from the Reserve Fund, established pursuant to Massachusetts General Laws.

The legal purpose of the Reserve Fund is to fund extraordinary and unforeseen expenditures, transfers from which are voted at the discretion of the Advisory Committee.

FY2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

N/A

MAJOR BUDGET COMPONENTS

DEPARTMENTAL ACCOMPLISHMENTS

Town of Scituate

Budget 176 Zoning Board

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.176.0510.5120.0000.0000	OVERTIME	\$1,086.78	\$800.00	\$444.90	\$1,000.00	\$900.00		
001.176.0510.5130.0000.0000	LONGEVITY	\$300.00	\$300.00	\$0.00	\$300.00	\$300.00		
001.176.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.176.0510.5180.0000.0000	PART-TIME SALARIES	\$20,546.64	\$20,545.00	\$9,798.02	\$20,546.64	\$22,141.00		
001.176.0510.5191.0000.0000	OTHER SALARIES	\$0.00	\$0.00	\$49.99	\$0.00	\$0.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$21,933.42	\$21,645.00	\$10,292.91	\$21,846.64	\$23,341.00		
001.176.0520.5308.0000.0000	TRAINING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.176.0520.5309.0000.0000	TECHNICAL SERVICES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.176.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$25.00	\$200.00	\$0.00	\$200.00	\$100.00		
001.176.0520.5344.0000.0000	POSTAGE	\$840.91	\$1,000.00	\$253.44	\$1,000.00	\$1,000.00		
001.176.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$200.46	\$450.00	\$300.30	\$400.00	\$325.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$1,066.37	\$1,650.00	\$553.74	\$1,600.00	\$1,425.00		
001.176.0540.5420.0000.0000	OFFICE SUPPLIES	\$492.03	\$600.00	\$68.34	\$600.00	\$525.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$492.03	\$600.00	\$68.34	\$600.00	\$525.00		
Grand Total:		\$23,491.82	\$23,895.00	\$10,914.99	\$24,046.64	\$25,291.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: GENERAL LIABILITY 192

MISSION STATEMENT:

To provide comprehensive blanket insurance coverage for Town and school property, equipment, staff and officials in the event of a loss or incident.

FY2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The Town's general liability insurance will be rebid in the winter of 2012 and is expected to result in a cost increase of at least \$75,000 which has been accounted for in the expense assumptions.. These costs are reflective of storm and other property losses, as well as general increases in insurance coverage.

MAJOR BUDGET COMPONENTS

This line item includes: Property/Crime/Inland Marine Damage Insurance, General Liability Insurance, Automobile, Professional Liability (public, school law), Excess Liability, Police and Fire Accident and related coverage's. For General Liability property losses the current deductible is \$5,000 and for Employer's Liability it is 500.

Any insurance renewal is dependent upon two factors: market changes and loss history of the insured. In general, most contractual budgetary amounts from year to year are contingent on losses not exceeding a certain threshold and the renewal can be as much as 10% of the contract price. Our prior policies stated that annual increase would be limited to 2% if the loss ratio was below 60%. It is unknown at this time what the parameters will be for any renewal.

It is our understanding from the current insurance agent that the Town's Statement of Values is up-to-date and reflective of current market values for the 74 lines of insurance we carry.

FY 13 RISKS AND CHALLENGES

As noted here in previous budgets, the Town still lacks a strong and documented Loss Control Program. Part of this is that the current insurance agency lacks a good program, the other is that lack of staff prevents regular maintenance and oversight of town buildings to report potential hazards. As building improvements are made or new equipment purchased, it is important that they be properly and timely insured. In addition, policy now requires that Certificates of Insurance with the Town named as an additional insured be provided to safeguard the Town against losses or exposure, particularly for special events. For FY 13, a new carrier would be required to have a viable loss control program as part of its bid. Approval of the Facilities Manager position will also assist greatly in this area.

Town of Scituate

Budget 192 Property/Liability Insurance

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.192.0570.5740.0000.0000	LIABILITY/PROPERTY INSUR	\$404,844.00	\$425,000.00	\$238,687.00	\$495,000.00	\$495,000.00		
SCHEDULE: TRANSFERS - 0570		\$404,844.00	\$425,000.00	\$238,687.00	\$495,000.00	\$495,000.00		
Grand Total:		\$404,844.00	\$425,000.00	\$238,687.00	\$495,000.00	\$495,000.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: SCITUATE POLICE DEPARTMENT

MISSION STATEMENT

The mission of the Scituate Police Department is to carry out patrol, investigative, enforcement, support and educational functions in order to promote the safety and general welfare of the citizens of the Town of Scituate.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Develop, implement and enforce an effective policy for non-criminal enforcement of Town By-laws.
 - Research other municipal policies.
 - Design a new violation notice.
 - Research Scituate By-laws and recommend changes, if necessary, in fine structure.
 - Arrange and provide training for involved departments concerning use, processing, tracking and follow-up.
2. Work with Task Force of involved departments to better address problem of hoarding and associated health and safety related issues.
 - Locate resources.
 - Implement a policy.
 - Develop a team approach to effective intervention.
 - Pursue grant funding opportunities.
 - Arrange for training.
 - Enforcement.
3. Develop training procedures for new hires
 - Research available training through Massachusetts Municipal Police Training Committee.
 - Select and train field training officers.
4. Work with Health Department to provide a permanent depository for un-wanted/un-used medications.
 - Research available containers.
 - Determine a procedure for collection and disposal.
 - Secure funding.
 - Obtain necessary approval.
 - Purchase, install, advertise availability.
5. Establishment of centralized dispatch center.
 - Work with Town Administrator and Fire Chief relative to investigation, research and implementation of a centralized joint dispatch function.
6. Increase Department efficiency by tracking activity through statistical analysis, relative to number of incidents, deployment and location for optimum staffing and response.
 - Produce a record of incidents to determine frequency and type for purpose of directed patrol planning.
 - Provide a monthly report to the Town Administrator and Board of Selectmen.

MAJOR BUDGET COMPONENTS

The Scituate Police Department consists of 4 Divisions:

- Administration
- Patrol
- Investigations
- Prosecution/Records/Training/Communication

Personal Services accounts for 90% of the Department Budget.

FY 13 RISKS AND CHALLENGES

To provide the best possible service at the most reasonable cost. Increasing costs of material and services are a concern. Changes in state mandated training requirements have resulted in additional costs.

A records analysis indicates decreased activity in some categories such as motor vehicle breaking and entering, as well as vandalism. However, drug related crime and disturbances increased significantly.

There is always a concern that due to reduced funding, programs that we have a financial and personal investment in are at risk.

DEPARTMENTAL ACCOMPLISHMENTS

All members of this department have worked to provide a high level of service to the Town. The Department conducts successful Traffic Enforcement, DARE, Safety/Community Service, Domestic Violence, RAD and Car Seat Installation Programs.

Officers have worked with other Town Departments and various law enforcement agencies to address matters of mutual concern. The Scituate Fire Department, Massachusetts State Police, the Office of the State Fire Marshal and this Department worked to develop an operational plan to deal with dangerous and illegal activity associated with the July 3rd / 4th holiday. This July 4th was the safest and most enjoyable in many years.

Officers work with community organizations during numerous events including Heritage Days, St. Patrick's Parade, the Duathlon, Drug Take Back Day, many road races and various 375th Anniversary activities.

Detectives and Officers working with local and state agencies and task forces have investigated and successfully prosecuted many significant drug and criminal cases. In April, officers working with local and federal agencies took part in an investigation that resulted in the arrest of 27 individuals involved with heroin and cocaine distribution on the South Shore and Cape Cod.

The Department was called on to respond to emergencies caused by a major winter storm and coastal flooding event and Hurricane Irene.

The Department continues to upgrade and implement many of our operating policies and procedures.

I receive many calls and letters complimentary of the work done by members of the Scituate Police Department.

DESCRIPTION OF REVENUE	YTD				FY13 Projected
	FY/09	FY/10	FY/11	FY12/YTD	
911 TRAINING GRANT	5,100.00	6,288.00	6,288.00	9,277.00	
911 COMMUNICATIONS CENTER SUPPORT GRANT	28,486.00	33,609.00	35,115.00	35,173.00	
TRAFFIC ENFORCEMENT GRANT	11,400.00	11,400.00	7,000.00	N/A	
UNDERAGE ALCOHOL ENFORCEMENT GRANT	4,992.00	N/A	5,000.00	5,000.00	
DOMESTIC VIOLENCE GRANT	1,310.00	3,680.00	4,696.00	N/A	
DETAIL ADMINISTRATION FEES	20,774.00	19,518.49	35,897.00	10,685.20	
INSURANCE RESTITUTION LDI	N/A	28,921.00	6,656.00	4,948.00	
FIREARMS PERMIT FEES	2,525.00	2,350.00	4,387.00	1,375.00	
COPELAND FAMILY DARE GIFT	5,000.00	5,000.00	5,000.00	5,000.00	
ROTARY DARE GIFT	1,500.00	N/A	2,000.00	-	
REPORT FEES	1,158.00	1,485.44	1,265.00	367.00	
K9 DONATIONS	1,880.00	540.00	500.00	-	
COURT RESTITUTION FEES	629.00	1,265.00	1,396.00	870.00	
NON CRIMINAL MJ POSSESSION 94C	N/A	400.00	1,000.00	400.00	
PROPERTY ROOM.COM (UNCLAIMED PROP)	652.01	733.00	65.74	56.74	
RAD DONATIONS	N/A	600.00	-	750.00	
COURT FINES TO DATE		5,600.00	4,788.00	1,391.00	
ANIMAL CONTROL FINES	N/A	450.00	125.00	225.00	
PARKING TICKET FINES	25,900.00	26,895.00	31,785.00	9,855.55	
COMMUNITY POLICING GRANT	N/A	N/A	N/A	N/A	

Budget 210 Police Department

From Date:	12/1/2011	To Date:	12/31/2011	Definition:	FY13 Completed Budget
------------	-----------	----------	------------	-------------	-----------------------

Printed:	12/23/2011	10:23:32 AM	Report:	rptGLGenBudgetRptUsingDefinition	2.8.19
----------	------------	-------------	---------	----------------------------------	--------

Town of Scituate

Budget 210 Police Department

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.210.0520.5381.0000.0000	LAUNDRY SERVICE	\$11,200.00	\$12,400.00	\$5,600.00	\$12,400.00	\$12,400.00		
001.210.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$4,236.52	\$3,700.00	\$870.30	\$3,700.00	\$3,700.00		
001.210.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$5,506.50	\$4,200.00	\$2,772.45	\$5,800.00	\$5,800.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$117,183.84	\$131,825.00	\$61,343.49	\$133,545.00	\$130,450.00		
001.210.0540.5420.0000.0000	OFFICE SUPPLIES	\$6,445.70	\$6,000.00	\$3,897.03	\$6,000.00	\$6,000.00		
001.210.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$9,836.76	\$10,775.00	\$4,248.55	\$10,775.00	\$10,000.00		
001.210.0540.5451.0000.0000	CLEANING SUPPLIES	\$723.12	\$2,150.00	\$266.92	\$2,150.00	\$2,150.00		
001.210.0540.5480.0000.0000	VEHICLE SUPPLIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.210.0540.5481.0000.0000	FUELS & LUBRICANTS	\$78,942.05	\$72,250.00	\$47,636.36	\$76,250.00	\$76,250.00		
001.210.0540.5500.0000.0000	MEDICAL SUPPLIES	\$125.27	\$1,500.00	\$230.21	\$1,500.00	\$750.00		
001.210.0540.5580.0000.0000	OTHER SUPPLIES	\$34.99	\$0.00	\$0.00	\$0.00	\$0.00		
001.210.0540.5581.0000.0000	CLOTHING	\$19,427.28	\$18,000.00	\$5,789.04	\$20,588.00	\$20,588.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$115,535.17	\$110,675.00	\$62,068.11	\$117,263.00	\$115,738.00		
001.210.0580.5851.0000.0000	EQUIPMENT	\$98,609.40	\$99,100.00	\$49,273.83	\$104,500.00	\$75,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$98,609.40	\$99,100.00	\$49,273.83	\$104,500.00	\$75,000.00		
Grand Total:		\$3,092,265.27	\$3,332,365.00	\$1,688,752.81	\$3,483,249.00	\$3,437,708.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: FIRE

MISSION STATEMENT:

The Scituate Fire Department is committed to providing the citizens and visitors of Scituate an effective, well trained team of professionals to protect their lives and property through fire protection and education, emergency medical and rescue services, fire suppression and Emergency Management.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Goal: To ensure that the Town of Scituate is NIMS compliant. December 2012

1. Consult with Department Heads to find out who is not certified in ICS 100 and 700, and determine which personnel need to be certified in higher levels of ICS
2. Take appropriate steps to insure they become certified by either holding a class or having them do it online.
3. Collect copies of the certifications and keep on file.

Goal: Establish an Emergency Operations Center June 2013

1. Meet with MEMA to request recommendations
Find a suitable location
3. Supply location with recommended equipment; ie, telephones, radios and computers
4. Write protocols for operation of the EOC

Goal: Improve communication with, and training of, Officers July 2012

1. Hold monthly meeting, recommending all Officers bring their own list of concerns
2. Review Standard Operating Guidelines to insure full compliance
3. Request Officers input regarding future training
4. Encourage open communication

Goal: Reorganize files in the offices of Captain/Deputy, Chief and Secretary October 2012

1. Consult with Town Clerk to determine what documents need to be saved and for how long
2. Discard non-essential documents and archive appropriate ones
3. Develop a filing system that better fits our needs to improve efficiency

Goal: Track Department activity through statistical analysis relative to calls, deployment and geographic locations for optimum staffing and deployment Ongoing

1. Compile record of calls and nature of calls-in versus actual incident.
2. Determine frequency of dual ambulance calls and fire deployment.
3. Review and implement, as warranted, recommendations of 2010 Staffing and Operational Study

MAJOR BUDGET COMPONENTS

The major services that the Department provides to the Town are fire protection, fire prevention, ALS ambulance and rescue services, Emergency Management, inspections, permitting and water rescue and recovery.

Programs: SAFE, CERT, CPR and First aid classes (in conjunction with the Recreation Department).

91.56% of the FY 2012 Department's budget was spent on Personnel Services, 5.37% on Materials and Supplied, 2.48 on Purchase of Services and .59% on Capital Outlay.

FY 13 RISKS AND CHALLENGES

Providing the Town with the best possible service while staying within the budget.

Keeping up moral and providing a positive working environment for all members during the challenging economic times while working without a current contract.

Maintaining an aging ladder truck, insuring it is operational and safe for use.

For the second consecutive year, there was a spending freeze at the end of the fiscal year. This resulted in some needed equipment not being purchased. Funds were held for these purchases until it was clear that enough funds would be available.

DEPARTMENTAL ACCOMPLISHMENTS

First and foremost, the department survived the year without serious injury to any of its members.

During the year Scituate dealt with two major coastal storms throughout which all members of the Department performed admirably despite very adverse conditions. They demonstrated their professionalism and sense of duty in every instance.

In cooperation with the Scituate Police and Fire Marshall's office, we made efforts to change the culture of the July 4 holiday festivities from "anything goes" to good, safe, family holiday fun. This was accomplished by distributing pamphlets to all residents on the coast, meeting with the beach associations, and permitting of all bonfires. Fifty-five permits at a fee of \$100 each were issued. By permitting the bonfires, we were able to restrict the size and number of them and to monitor their location. Our efforts were deemed successful as there were no major injuries, the number of arrests was minimal, the bonfires were kept under control, and we received positive comments from most residents.

We were given approval for the purchase of a new ambulance and engine, both of which were sorely needed and will serve the town for many years to come.

The SAFE program enjoyed another successful year teaching fire safety to over 1400 students, pre-school through third grade, culminating with the open house during Fire Prevention month in October.

Three grants were written, submitted and awarded. These are: 1) Assistance to Firefighters Grant for \$11,500 to purchase 12 Mustang suits; 2) Firefighter Equipment Grant for \$7,800 to upgrade the personal protection gear, and 3) the SAFE Grant for \$5,400 for continuing the SAFE program.

DESCRIPTION OF REVENUE	FY/10	FY/11	FY/12 YTD	FY/13 Projected	Comments
Permit Fees	\$12,677	\$21,411	\$12,702	\$18,000	
3-Town Ambulance	\$4,500	\$4,500	\$4,500	\$4,500	
Ambulance Revenues	\$857,431	\$755,959	\$316,490	\$800,000	
Assistance to Firefighters Grant		\$25,650	\$11,500		FEMA
SAFE Grant	\$4,456	\$4,700	\$5,415		State
Fire Equipment Grant	\$7,792	\$7,600			State
Donations	\$250	\$3,570			
National Grid Reimbursement		\$3,463			From 12/26/11 Storm

Town of Scituate

Budget 220 Fire Department

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.220.0510.5110.0000.0000	REGULAR SALARIES	\$2,672,553.17	\$2,754,017.00	\$1,182,574.11	\$2,732,883.00	\$2,732,883.00		
001.220.0510.5120.0000.0000	OVERTIME	\$498,228.38	\$430,000.00	\$299,663.83	\$445,000.00	\$445,000.00		
001.220.0510.5121.0000.0000	OVERTIME-TRAINING	\$52,969.79	\$57,500.00	\$26,913.34	\$57,500.00	\$57,500.00		
001.220.0510.5130.0000.0000	LONGEVITY	\$32,236.00	\$34,642.00	\$18,374.00	\$33,062.00	\$33,062.00		
001.220.0510.5140.0000.0000	EDUCATIONAL INCENTIVE	\$25,759.00	\$27,559.00	\$25,353.00	\$24,452.00	\$24,452.00		
001.220.0510.5150.0000.0000	HOLIDAY PAY	\$109,664.59	\$111,960.00	\$49,387.83	\$113,375.00	\$113,375.00		
001.220.0510.5160.0000.0000	SHIFT DIFFERENTIAL	\$3,644.01	\$3,000.00	\$1,356.20	\$3,000.00	\$3,000.00		
001.220.0510.5170.0000.0000	SPECIAL EMPLOYEES	\$240,867.88	\$247,380.00	\$109,014.32	\$259,336.00	\$259,336.00		
001.220.0510.5171.0000.0000	S.A.F.E. Program	\$6,598.66	\$5,000.00	\$5,114.71	\$5,000.00	\$5,000.00		
001.220.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$600.00	\$12,000.00	\$1,200.00	\$12,000.00	\$12,000.00		
001.220.0510.5173.0000.0000	EMERGENCY MANAGEMENT	\$1,263.72	\$5,000.00	\$0.00	\$5,000.00	\$2,750.00		
001.220.0510.5180.0000.0000	PART-TIME SALARIES	\$14,509.50	\$18,000.00	\$7,361.00	\$18,000.00	\$16,000.00		
001.220.0510.5191.0000.0000	OTHER SALARIES	\$393.43	\$18,000.00	\$166.93	\$18,000.00	\$8,424.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$3,659,288.13	\$3,724,058.00	\$1,726,479.27	\$3,726,608.00	\$3,712,782.00		
001.220.0520.5211.0000.0000	ELECTRICITY	\$16,818.14	\$20,160.00	\$6,476.28	\$20,160.00	\$18,000.00		
001.220.0520.5213.0000.0000	NATURAL GAS	\$10,918.11	\$12,000.00	\$1,361.93	\$12,000.00	\$12,000.00		
001.220.0520.5231.0000.0000	WATER/SEWER	\$2,368.70	\$6,340.00	\$135.58	\$0.00	\$0.00		
001.220.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$20,482.71	\$21,500.00	\$8,752.44	\$21,500.00	\$21,000.00		
001.220.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIP	\$19,229.72	\$12,000.00	\$2,229.28	\$20,200.00	\$20,000.00		
001.220.0520.5245.0000.0000	VEHICLE SERVICE	\$3,000.00	\$1,500.00	\$0.00	\$1,500.00	\$1,500.00		
001.220.0520.5309.0000.0000	TECHNICAL SERVICES	\$2,949.00	\$3,000.00	\$2,000.00	\$3,000.00	\$3,000.00		
001.220.0520.5311.0000.0000	SUPPORT SERVICES	\$19,304.82	\$19,400.00	\$14,072.75	\$19,400.00	\$19,400.00		
001.220.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$1,848.55	\$600.00	\$339.00	\$2,500.00	\$1,600.00		

Town of Scituate

Budget 220 Fire Department

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.220.0520.5343.0000.0000	BINDING & PRINTING	\$276.78	\$1,000.00	\$146.10	\$1,000.00	\$800.00		
001.220.0520.5344.0000.0000	POSTAGE	\$0.00	\$600.00	\$103.25	\$600.00	\$550.00		
001.220.0520.5702.0000.0000	EMERGENCY MGMT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.220.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$988.76	\$2,000.00	\$590.00	\$2,000.00	\$1,000.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$98,185.29	\$100,100.00	\$36,206.61	\$103,860.00	\$98,850.00		
001.220.0540.5420.0000.0000	OFFICE SUPPLIES	\$2,067.58	\$2,000.00	\$508.85	\$2,000.00	\$2,000.00		
001.220.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$830.86	\$6,000.00	\$754.01	\$6,000.00	\$4,800.00		
001.220.0540.5425.0000.0000	PRINTING & FORMS	\$265.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.220.0540.5430.0000.0000	BUILDING SUPPLIES	\$3,084.99	\$5,000.00	\$1,415.65	\$5,000.00	\$4,000.00		
001.220.0540.5431.0000.0000	EQUIPMENT PARTS	\$71,834.25	\$60,000.00	\$38,856.41	\$70,000.00	\$70,000.00		
001.220.0540.5451.0000.0000	CLEANING SUPPLIES	\$6,270.12	\$6,000.00	\$2,888.03	\$6,000.00	\$6,000.00		
001.220.0540.5480.0000.0000	VEHICLE SUPPLIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.220.0540.5481.0000.0000	FUELS & LUBRICANTS	\$43,734.16	\$35,000.00	\$20,508.98	\$42,000.00	\$35,000.00		
001.220.0540.5484.0000.0000	TOOLS & EXPENDABLES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.220.0540.5500.0000.0000	MEDICAL SUPPLIES	\$20,134.25	\$20,000.00	\$9,589.89	\$20,000.00	\$20,000.00		
001.220.0540.5581.0000.0000	CLOTHING	\$57,247.83	\$65,000.00	\$37,232.20	\$65,000.00	\$62,500.00		
001.220.0540.5702.0000.0000	EMERGENCY MANAGEMENT	\$205.38	\$2,500.00	\$0.00	\$2,500.00	\$2,000.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$205,674.42	\$201,500.00	\$111,754.02	\$218,500.00	\$206,300.00		
001.220.0580.5851.0000.0000	EQUIPMENT	\$12,118.88	\$18,000.00	\$599.10	\$18,000.00	\$14,500.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$12,118.88	\$18,000.00	\$599.10	\$18,000.00	\$14,500.00		
Grand Total:		\$3,975,266.72	\$4,043,658.00	\$1,875,039.00	\$4,066,968.00	\$4,032,432.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: INSPECTIONS 241

MISSION STATEMENT

The mission of the Scituate Inspections Department is to ensure the public safety, health and welfare as it relates to buildings and structures by conscientious enforcement of the State Building Code, Gas and Plumbing Code, Electrical Code, Weights and Measures regulations, State Disabilities regulations and FEMA floodplain regulations. In addition, the Inspections Department is charged with enforcing the Town of Scituate Zoning Bylaw and applicable General Bylaws.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL Provide Inspections Dept. staff with challenges, training and support to create an efficient customer friendly environment.

Objectives:

1. Encourage initiative and involve office staff in challenging and interesting projects such as computerizing scheduling of inspections of public assembly buildings. (FY 13)
2. Provide formal training opportunities for office staff. (FY 13)
3. Begin weekly staff meetings with office staff to improve understanding of Inspection's Department policies with regard to dissemination of technical and zoning information and to encourage feedback on how to improve operations. (FY 13)

GOAL: Provide opportunities for Senior volunteers and Student interns

Objectives:

1. Coordinate with SHS to advise them of opportunities for student interns and community service opportunities. (FY 13)
2. Provide work opportunities for Senior volunteer program participants (FY 13)

GOAL: Improve technological efficiency in the Inspections Department.

Objectives:

1. Increase use of online permit application and use of new office kiosk using promotional material and website. (FY 13)
2. Work closely with permit software provider and IT Director to improve permitting program to provide cost effective tracking and reporting capabilities. (FY 13)
2. Encourage other departments involved with the permitting process to utilize the new permit software to increase efficiency for all involved. (FY 13)

GOAL: Work with Conservation and Planning to assist homeowners in coastal flood zones.

Objectives:

1. Assist with FEMA flood mitigation elevation program. (FY 13)
2. Provide informational material and technical assistance to coastal residents. Provide flood plain location verification certificates to homeowners. Keep a separate file of these determinations for CRS credit. (FY 13)
3. Work with the CRS coordinator to create a new informational flood plain brochure for the coastal residents of Scituate. Maintain a separate elevation certificate file for the CRS audit and continue to foster a cooperative relationship with State and Federal floodplain regulatory agencies and officials. (FY 13)

GOAL: Reduce zoning complaint caseload - reduce by 50%,

1. Utilize existing staff to follow-up on zoning complaints to include field inspections, onsite meetings and writing fines. (FY13)
2. Create a position for a person preferably with an enforcement background to do follow-up enforcement if part-time funds are available. (FY 13)

MAJOR BUDGET COMPONENTS

It is the responsibility of the Inspections Department to review all submitted permit applications and plans regarding the construction, repair, alteration, demolition, use and occupancy of buildings and other regulated structures, issuing permits for same and conducting all required Electrical, Plumbing, Gas and Building inspections. In addition, we conduct comprehensive safety inspections of all apartment buildings, schools, nightclubs, restaurants, churches, social clubs and all other places of public assembly as required by the State Building Code.

We promote flood mitigation with resulting protection of life and property by enforcing FEMA regulations adopted by the State Building Code as well as participate in the FEMA Elevation Grant Program and CRS flood mitigation outreach program.

We assist homeowners, real estate agents, builders, architects, engineers, lawyers, prospective homeowners and the public at large on matters regarding land use, Building Code regulations and Zoning regulations.

The Inspections Department is also charged with the enforcement of the Scituate zoning bylaw and portions of the general bylaw.

Expenditures: Over 90% of the Inspections Department budget is for essential personnel. Five of my six Inspectors are paid by the inspection and receive no benefits from the Town.

FY 13 RISKS AND CHALLENGES

One of the most significant challenges for the Inspections Department is to keep up to date on new Code changes. In FY 12, a new 8th edition of the State Building Codes was enacted. In addition, the Town recently adopted the insulation "Stretch Code" which took effect on July 1, 2011. When new codes are adopted the inspectors and staff need to be trained and the building community including homeowners need to be informed and educated. This is a time consuming and daunting task. The additional time spent on plan review, inspections and educating the public increases the office workload. If the Code changes are not properly implemented by the Inspections Department homeowner's insurance premiums and coverage for damage could be adversely affected, creating a potential liability for the Town and unnecessary financial burden for the taxpayer.

The Building Commissioner on a daily basis makes decisions involving land use. Many of these decisions are challenging requiring a complex analysis of the status of land to determine development rights. These decisions are made without benefit of Town Counsel due to budgetary constraints. Incorrect decisions can lead to unnecessary litigation costs for the Town.

DEPARTMENTAL ACCOMPLISHMENTS

1. In response to the Christmas blizzard of 2010, I deputized 8 deputy wiring, plumbing/gas and building inspectors who canvassed the entire coastline of Scituate with several State inspectors from the Department of Public Safety to assess damage and take appropriate action including shutting off power and gas where necessary and posting unsafe properties. In addition, a command post staffed by the Sheriff's office was set up to assist in the coordination of the inspections effort. The assistance of the Scituate Police Department and Scituate Fire Department was invaluable during the emergency response
2. Implemented the new energy "stretch code" by providing informational material to builders and homeowners advising them of the procedures necessary to comply with the "stretch code".
3. Promoted flood mitigation efforts by participating in the Community Rating System program and assisting with the Flood Grant Program.

DESCRIPTION OF REVENUE	YTD PROJECTED				Comments
	FY/10	FY/11	FY/12	FY/13	
Certificate of Inspections	\$1,325.00	\$1,015.00	\$400.00	\$1,300.00	
Building Permits	\$210,486.00	\$280,805.00	\$89,047.00	\$230,000.00	
Gas & Plumbing Permits	\$29,264.00	\$36,422.00	\$16,225.00	\$30,000.00	
Sealer of W&M	\$935.00	\$2,925.00	\$2,205.00	\$3,000.00	
Wire Permits	\$28,326.00	\$30,213.00	\$15,025.00	\$28,000.00	
Certificate of Occupancy	<u>\$1,835.00</u>	<u>\$1,979.00</u>	<u>\$480.00</u>	<u>\$1,800.00</u>	
Total:	\$272,171.00	\$353,359.00	\$123,382.00	\$294,100.00	

Town of Scituate

Budget 241 Inspections

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.241.0510.5110.0000.0000	REGULAR SALARIES	\$100,763.26	\$110,370.00	\$45,337.46	\$110,370.00	\$117,953.00		
001.241.0510.5120.0000.0000	OVERTIME	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.241.0510.5130.0000.0000	LONGEVITY	\$1,350.00	\$1,950.00	\$1,150.00	\$1,400.00	\$1,400.00		
001.241.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.241.0510.5180.0000.0000	PART-TIME SALARIES	\$63,324.87	\$78,031.00	\$34,583.02	\$84,000.00	\$84,000.00		
001.241.0510.5191.0000.0000	OTHER SALARIES	\$1,349.62	\$1,492.00	\$432.69	\$1,492.00	\$1,365.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$166,787.75	\$191,843.00	\$81,503.17	\$197,262.00	\$204,718.00		
001.241.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.241.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIP	\$640.57	\$1,000.00	\$13.00	\$1,000.00	\$850.00		
001.241.0520.5308.0000.0000	TRAINING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.241.0520.5309.0000.0000	CONTRACTUAL SERVICES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.241.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$1,202.27	\$1,500.00	\$954.04	\$2,000.00	\$1,850.00		
001.241.0520.5343.0000.0000	BINDING & PRINTING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.241.0520.5344.0000.0000	POSTAGE	\$248.65	\$200.00	\$36.43	\$300.00	\$275.00		
001.241.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$5,845.60	\$6,670.00	\$2,380.40	\$9,000.00	\$6,600.00		
001.241.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$392.00	\$475.00	\$665.00	\$475.00	\$475.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$8,329.09	\$9,845.00	\$4,048.87	\$12,775.00	\$10,050.00		
001.241.0540.5420.0000.0000	OFFICE SUPPLIES	\$784.62	\$600.00	\$79.99	\$750.00	\$600.00		
001.241.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$625.25	\$1,200.00	\$367.89	\$1,200.00	\$1,200.00		
001.241.0540.5425.0000.0000	PRINTING & FORMS	\$220.00	\$200.00	\$0.00	\$250.00	\$220.00		
001.241.0540.5481.0000.0000	FUELS & LUBRICANTS	\$744.64	\$900.00	\$338.84	\$1,000.00	\$800.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$2,374.51	\$2,900.00	\$786.72	\$3,200.00	\$2,820.00		

Town of Scituate

Budget 241 Inspections

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date:

12/31/2011

Definition:

FY13 Completed Budget

Account

Description

FY11 Expended

FY12 Approp

FY12 Expended
to Date

FY13 Dept
Request

FY13 Town
Admin Recomm

FY13 Board of
Selectman

FY13 Advisory
Committee

Grand Total:

\$177,491.35

\$204,588.00

\$86,338.76

\$213,237.00

\$217,588.00

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: Shellfish

MISSION STATEMENT

The Shellfish department's mission is to foster, protect and preserve the Town of Scituate's shellfishing resources and habitats in accordance with federal, state and local statutes and regulations.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. To monitor the town's existing shellfish resources and to ensure harvesting in accordance with state and local regulations.
2. To work with Marshfield and the State Division of Marine Fisheries to accumulate data to expand the shellfishing season in the North and South Rivers.
3. To work with the Harbormaster to monitor shellfish areas.

MAJOR BUDGET COMPONENTS

Monitor the shellfish habitats.

To notify the public of closures.

To inspect shoreline property for the presence of shellfish prior to the permitting process for dredging, dock, piers, etc.

FY 13 RISKS AND CHALLENGES

Operate with an old trailer.(over 30 yrs. old)

DEPARTMENTAL ACCOMPLISHMENTS

Continued to monitor the flats and post closures due to pollution.

Coordinate with the Division of Marine Fisheries.

Helped to distribute a contaminated relay of quahogs in the North River.

The South River was reopened to shellfishing on a conditional basis.(first time in over 15 years)

Town of Scituate

Budget 295 Shellfish

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.295.0510.5180.0000.0000	PART-TIME SALARIES	\$10,233.72	\$10,234.00	\$4,264.05	\$10,234.00	\$10,234.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$10,233.72	\$10,234.00	\$4,264.05	\$10,234.00	\$10,234.00		
001.295.0520.5242.0000.0000	REPAIR/MAINT PROPE/EQUIP	\$200.00	\$200.00	\$0.00	\$200.00	\$200.00		
001.295.0520.5311.0000.0000	SUPPORT SERVICES	\$75.00	\$75.00	\$0.00	\$75.00	\$75.00		
001.295.0520.5344.0000.0000	POSTAGE	\$0.00	\$5.00	\$0.00	\$5.00	\$5.00		
001.295.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$424.80	\$420.00	\$128.00	\$425.00	\$425.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$699.80	\$700.00	\$128.00	\$705.00	\$705.00		
001.295.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$50.00	\$100.00	\$0.00	\$100.00	\$100.00		
001.295.0540.5481.0000.0000	FUELS & LUBRICANTS	\$263.56	\$250.00	\$106.52	\$300.00	\$300.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$313.56	\$350.00	\$106.52	\$400.00	\$400.00		
001.295.0580.5851.0000.0000	EQUIPMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
Grand Total:		\$11,247.08	\$11,284.00	\$4,498.57	\$11,339.00	\$11,339.00		

End of Report

Town of Scituate

Budget-310 So. Shore Regional School

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.310.0560.5600.0000.0000	SO SHORE REGIONAL SCH	\$598,182.00	\$428,717.00	\$214,358.50	\$450,000.00	\$501,600.00		
SCHEDULE: INTERGOVERNMENTAL - 0560		\$598,182.00	\$428,717.00	\$214,358.50	\$450,000.00	\$501,600.00		
Grand Total:		\$598,182.00	\$428,717.00	\$214,358.50	\$450,000.00	\$501,600.00		

End of Report

MISSION STATEMENT:

We provide services to the residents and property owners of Scituate. These services include:

- maintaining and improving the roads, the parks, the cemeteries, and the playgrounds
- delivering fresh water for human consumption and fire protection
- disposing of municipal solid waste in a responsible manner while encouraging recycling
- managing the collection and treatment of sanitary waste for the connected customers
- managing all infrastructure construction projects

We provide these services in the most efficient manner and in accordance with all federal, state and local statutes, regulations and bylaws.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- Improve the quality of the public streets in Scituate to better serve the residents and reduce ongoing costs.
 - Implement the Public Road Management Plan (Dec '12)
 - Develop and implement Private Way Maintenance Program on 3 ways (Jun '13)
 - Make improvements to 6 newly accepted streets and implement betterments (Nov '12)
- Improve the appeal and availability of municipal water
 - Develop strategy and obtain "buy-in" to reduce reliance upon surface water (Oct '12)
 - Evaluate summer water use rules and implement appropriate changes (Jul '12)
- Create more sewer capacity to enable expansion of service to residents
 - Implement "Sump Pump Fee" program (Jul '12)
 - Implement new measure of flow rate analysis vs. ground water (Jun '12)
 - Complete analysis of sewer capacity and obtain approval to a revised Sewer Expansion Program (Dec '12)
- Improve the safety of targeted intersections
 - Implement improvements at 3 targeted intersections (Sep '12)
- Make a significant impact upon the Town's energy costs
 - Implement the wind turbine and solar array payment structure (Jul '12)
 - Fund the ESCO projects and complete their installation (Jun '13)
 - Complete streetlight audit and implement changes (Dec '12)
- Improve the safety and attractiveness of our roadways
 - Eliminate at least 20% of the double utility poles in town (Dec '12)
 - Eliminate 250 obsolete or redundant roadway signs (Nov '12)
 - Meet Federal "Retroreflectivity" requirements (Feb '13)

MAJOR BUDGET COMPONENTS

The two largest components of the \$11 million dollar DPW budget are personnel costs (\$2.9 million) and debt service (\$2.6 million). The remaining \$5.5 million of the spending is for chemicals, roadwork supplies, landscaping materials, waste disposal, fuel, utilities, equipment maintenance, snowplow contractors. (Details are provided in individual budgets.)

<u>Department</u>	<u>Budget</u>	<u>Families Served</u>	<u>Cost per Family per Year</u>
Sewer	\$3,273k	2,700	\$1,212
Water	\$2,796k	8,000	\$350
Highway & Grounds	\$2,160k	8,000	\$270
Transfer Station	\$1,326k	5,000	\$265
Engineering	\$ 716k	8,000	\$90
Snow & Ice Removal	\$ 486k	8,000	\$61
Streetlights	\$ 213k	8,000	\$27
Administration	\$ 127k	8,000	\$16

FY 13 RISKS AND CHALLENGES

- We are facing a challenging construction and engineering load in CY '12 and '13 (roadwork, sewer work, water main work, seawall work, ESCO work, plus support of projects funded by other Departments and Boards.)
- Regulatory pressures are building.

DEPARTMENTAL ACCOMPLISHMENTS

- Beat all budgets and returned free-cash to the Town and to all three Enterprises at the end of FY11.
- Implemented the Wind Turbine Project – expect dedication on Earth Day 2013.
- Implemented the Solar Array Project – expect dedication on Independence Day 2013.
- Moving toward eliminating the Brown Water problem: Accelerated unidirectional flushing and gate testing; replaced nearly 3 miles of water pipe; reduced impact of irrigation systems, inspected both standpipes and flushed Pinchin Hill.
- Completed construction of new sewer and water lines to 30 homes in the Rosa's Lane area and launched construction of the sewer expansion to 310 homes in the Musquashcut basin.
- Obtained funding for and rebuilt Clapp, Booth Hill, Hollett, Tilden, plus portions of Country Way and Mordecai Lincoln.
- Implemented new brine pre-treatment system and increased number of Town vehicles and personnel on snow fighting team.
- Implemented the engineering study of the sewer Inflow & Infiltration program to create additional, cheap capacity (I&I is more than ½ the load on the system and generates no fees! Fixing one lateral leak means increased capacity for 2-3 homes.)
- Revitalized the Street Acceptance process. Six new streets added to the public road program.
- On-boarded two Engineers, a new Water Superintendent, two new licensed water plant operators, a new operator-in-training at the sewer plant, and three new licensed equipment operators.
- Implemented a skill-based pay system for the DPW workers.
- Improved the environmental quality and human safety of Musquashcut Pond.
- Turned the dilapidated Pier 44 into the new Scituate Harbor Community Center.

Town of Scituate

Budget 421 DPW Administration-Summ

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.421.0510.5110.0000.0000	REGULAR SALARIES	\$116,296.73	\$117,061.00	\$53,062.75	\$204,550.00	\$200,712.00		
001.421.0510.5130.0000.0000	LONGEVITY	\$0.00	\$425.00	\$0.00	\$425.00	\$425.00		
001.421.0510.5140.0000.0000	EDUCATIONAL INCENTIVE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.421.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.421.0510.5191.0000.0000	OTHER SALARIES	\$2,430.88	\$1,171.00	\$1,053.27	\$2,045.00	\$212.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$118,727.61	\$118,657.00	\$54,116.02	\$207,020.00	\$201,349.00		
001.421.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$727.11	\$750.00	\$0.00	\$750.00	\$750.00		
001.421.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIP	\$1,921.43	\$300.00	\$0.00	\$300.00	\$300.00		
001.421.0520.5271.0000.0000	RENTALS EQUIP/FACILITIES	\$0.00	\$300.00	\$0.00	\$1,400.00	\$1,400.00		
001.421.0520.5308.0000.0000	TRAINING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.421.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$136.50	\$500.00	\$0.00	\$200.00	\$200.00		
001.421.0520.5343.0000.0000	BINDING & PRINTING	\$216.51	\$300.00	\$0.00	\$300.00	\$300.00		
001.421.0520.5344.0000.0000	POSTAGE	\$254.44	\$600.00	\$157.84	\$600.00	\$600.00		
001.421.0520.5346.0000.0000	LEGAL ADVERTISING	\$1,586.79	\$300.00	\$138.78	\$600.00	\$600.00		
001.421.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$0.00	\$100.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$4,842.78	\$3,150.00	\$296.62	\$4,150.00	\$4,150.00		
001.421.0540.5420.0000.0000	OFFICE SUPPLIES	\$936.58	\$600.00	\$114.42	\$600.00	\$600.00		
001.421.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.421.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$300.00	\$0.00	\$300.00	\$300.00		
001.421.0540.5581.0000.0000	CLOTHING	\$300.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$1,236.58	\$900.00	\$114.42	\$900.00	\$900.00		

Town of Scituate

Budget 421 DPW Administration-Summ

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.421.0580.5853.0000.0000	OFFICE EQUIP	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
Grand Total:		\$124,806.97	\$122,707.00	\$54,527.06	\$212,070.00	\$206,399.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: ENGINEERING

Mission Statement: The Engineering Department manages and provides oversight of all municipal infrastructure construction projects while ensuring conformance to Mass General Laws. Also provides consulting services to all Town Departments, Boards and Commissions.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Water Lines: Update the aging water system and provide maximum benefit to the rate payers of the Town – reduce water main breaks by 20% and brown water complaints by 25% by Jun '13

Sewer: Complete the Musquashcut Pond Sewer and Water Project and initiate betterments Jun '13.

Roadways: Develop and implement Roadway Management System by Dec '12

Seawall: Update Town Seawall Inventory and repair breached seawall at Oceanside and Turner and improve seawall protection at lighthouse by Jun '13.

Street Acceptance: Manage and oversee the Street Acceptance Program to coordinate the required work to bring newly converted Private Roadways up to Town Standards by Fall '12 (contingent upon funding)

Sidewalks: To oversee and manage the construction of Sidewalks on Stockbridge Road and Gannet Road. Complete by Nov '12.

MAJOR BUDGET COMPONENTS

The Largest Budget Component of Engineering is salary. The engineering staff supports all Departments within town hall for engineering and construction support.

FY 13 RISKS AND CHALLENGES

Obtaining funding through grants and other means for infrastructure upgrades.

DEPARTMENTAL ACCOMPLISHMENTS

- On-boarded two new Engineers.
- The successful oversight of the water work on Hollett Street, Tilden Road, Stockbridge Roads and Country Way.
- Completed the FEMA repair work to Seawalls from the 2007 Nor'easter Storm.
- The Engineering Department worked to complete the street acceptance process for Blossom, Beach Tree Farm, Cornerstone, Persimmon, Hickory, and Pineview.
- Oversaw I & I work on sewer system thru the Town.
- Worked on the Sewer Expansion at Musquashicut Pond Area.
- Helped to bring Pier 44 up to occupancy.
- Planned for the redesign of Beach Parking Lots on Bailey's Causeway.
- Completed MS4 Stormwater Permits for Town.
- Improved DPW compliant with MGL 30b and 149 (bidding and contracting) with State MCPPC certification.
- Completed numerous surveys and site inspections previously handled by outside contractors.

Town of Scituate

Budget 411 Engineering-Summ.

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.411.0510.5110.0000.0000	REGULAR SALARIES	\$174,079.69	\$231,714.00	\$101,775.59	\$240,249.00	\$240,249.00		
001.411.0510.5120.0000.0000	OVERTIME	\$0.00	\$0.00	\$0.00	\$1,200.00	\$0.00		
001.411.0510.5130.0000.0000	LONGEVITY	\$550.00	\$425.00	\$850.00	\$425.00	\$425.00		
001.411.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.411.0510.5191.0000.0000	OTHER SALARIES	\$1,228.10	\$2,317.00	\$451.06	\$2,402.00	\$2,402.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$175,857.79	\$234,456.00	\$103,076.65	\$244,276.00	\$243,076.00		
001.411.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$533.00	\$750.00	\$395.00	\$1,000.00	\$750.00		
001.411.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIP	\$120.81	\$500.00	\$519.20	\$1,200.00	\$1,200.00		
001.411.0520.5245.0000.0000	VEHICLE SERVICE	\$1,548.09	\$1,000.00	\$568.06	\$2,000.00	\$1,600.00		
001.411.0520.5271.0000.0000	RENTALS EQUIP/FACILITIE	\$1,268.78	\$0.00	\$659.75	\$1,260.00	\$1,260.00		
001.411.0520.5308.0000.0000	TRAINING	\$0.00	\$1,000.00	\$685.50	\$1,500.00	\$1,000.00		
001.411.0520.5309.0000.0000	TECHNICAL SERVICES	\$33,703.61	\$25,000.00	\$6,079.41	\$25,000.00	\$25,000.00		
001.411.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$0.00	\$500.00	\$0.00	\$500.00	\$500.00		
001.411.0520.5343.0000.0000	BINDING & PRINTING	\$1,012.74	\$2,200.00	\$20.00	\$2,500.00	\$1,800.00		
001.411.0520.5344.0000.0000	POSTAGE	\$1,001.70	\$750.00	\$299.29	\$1,000.00	\$750.00		
001.411.0520.5346.0000.0000	LEGAL ADVERTISING	\$1,703.78	\$1,000.00	\$156.75	\$1,500.00	\$1,500.00		
001.411.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$209.00	\$600.00	\$85.00	\$600.00	\$500.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$41,101.51	\$33,300.00	\$9,467.96	\$38,060.00	\$35,860.00		
001.411.0540.5420.0000.0000	OFFICE SUPPLIES	\$998.19	\$1,500.00	\$256.31	\$1,800.00	\$1,800.00		
001.411.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$0.00	\$1,500.00	\$176.82	\$1,500.00	\$800.00		
001.411.0540.5425.0000.0000	PRINTING & FORMS	\$267.50	\$750.00	\$447.82	\$1,000.00	\$750.00		
001.411.0540.5431.0000.0000	EQUIPMENT PARTS	\$881.96	\$800.00	\$0.00	\$1,000.00	\$800.00		

Budget 411 Engineering-Summ.

From Date:	12/1/2011	To Date:	12/31/2011	Definition:	FY13 Completed Budget
------------	-----------	----------	------------	-------------	-----------------------

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: 422- HIGHWAY AND 429- PUBLIC GROUNDS

MISSION STATEMENT:

- Manage the cost effective maintenance and rebuilding of all Town roads and drainage systems
- Ensure that all public grounds, parks, playgrounds and cemeteries are attractively maintained
- Ensure that all public ways are safely passable in the winter

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- Implement "Straight Salt" snow fighting strategy to improve results and reduce costs Dec '12
- Implement Plan for additional Cemetery Plots at Cudworth Cemetery by Apr '13.
- Improve Roadway Conditions by Nov '12
 - First Parish Road from RR Tracks to Front Street.
 - Stockbridge Road from First Parish Road to Country Way
 - Common Street from First Parish Road to Stockbridge Road
 - Captain Peirce Road from Tilden Road to RR Tracks
- Continue to improve Worker Safety at Highway & Grounds

MAJOR BUDGET COMPONENTS

- | | |
|-------------------------|-----|
| • Personnel Costs | 55% |
| • Road repairs supplies | 18% |
| • Vehicle costs | 9% |
| • Utilities | 8% |
| • Grounds supplies | 7% |
| • Building Supplies | 2% |
| • Police Details | 1% |

FY 13 RISKS AND CHALLENGES

- Maintaining a safe work environment
- Managing overtime costs consistent with meeting the need of the operation
- Avoiding spending excess funds on unbudgeted requests from other departments
- Storm over wash at Oceanside Drive, the Lighthouse and Central Ave., Humarock

DEPARTMENTAL ACCOMPLISHMENTS

- Maintained all cemeteries, playgrounds, parks and grounds to a high standard at all times
- Managed tree removal and trimming to improve road safety though out the year
- Kept drain basins cleared and culverts flowing to reduce flooding despite numerous storms
- Managed the rebuilding of
 - Booth Hill Road
 - Mordecai Lincoln Road
 - Hollett Street
 - a portion of Country Way
 - Tilden Road
 - Clapp Road
 - Stockbridge Road.
- Responded to numerous emergency situations created by Northeast Storms and Hurricane Irene
- Got all parks and cemeteries in shape in time for Memorial Day and Veteran's Day ceremonies.
- Cost effectively maintained the safety of winter roads.

Town of Scituate

Budget 422 Highway Dept

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.422.0510.5110.0000.0000	REGULAR SALARIES	\$479,337.21	\$495,504.00	\$221,142.50	\$498,528.00	\$506,864.00		
001.422.0510.5120.0000.0000	OVERTIME	\$19,131.12	\$22,550.00	\$22,006.92	\$22,550.00	\$23,001.00		
001.422.0510.5130.0000.0000	LONGEVITY	\$6,900.00	\$7,400.00	\$4,000.00	\$7,600.00	\$7,600.00		
001.422.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.422.0510.5190.0000.0000	SEASONAL SALARIES	\$14,060.00	\$10,640.00	\$5,852.00	\$10,920.00	\$10,920.00		
001.422.0510.5191.0000.0000	OTHER SALARIES	\$9,818.47	\$13,707.00	\$3,910.50	\$13,723.00	\$11,000.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$529,246.80	\$549,801.00	\$256,911.92	\$553,321.00	\$559,385.00		
001.422.0520.5211.0000.0000	ELECTRICITY	\$13,746.34	\$8,500.00	\$2,956.42	\$12,000.00	\$12,000.00		
001.422.0520.5213.0000.0000	NATURAL GAS	\$3,915.70	\$2,000.00	\$515.39	\$4,000.00	\$3,900.00		
001.422.0520.5231.0000.0000	WATER/SEWER	\$1,226.58	\$11,529.00	\$0.00	\$0.00	\$0.00		
001.422.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$0.00	\$300.00	\$0.00	\$600.00	\$300.00		
001.422.0520.5242.0000.0000	REPAIR/MAINT PROP/EQUIP	\$105,371.60	\$133,300.00	\$19,732.09	\$138,509.00	\$135,000.00		
001.422.0520.5245.0000.0000	VEHICLE SERVICE	\$12,013.79	\$10,500.00	\$9,336.21	\$13,000.00	\$12,000.00		
001.422.0520.5271.0000.0000	RENTAL EQUIP/FACILITIES	\$107,968.15	\$92,000.00	\$78,809.10	\$111,400.00	\$109,000.00		
001.422.0520.5308.0000.0000	TRAINING	\$415.00	\$500.00	\$0.00	\$600.00	\$415.00		
001.422.0520.5309.0000.0000	TECHNICAL SERVICES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.422.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$0.00	\$0.00	\$210.00	\$0.00	\$0.00		
001.422.0520.5343.0000.0000	BINDING & PRINTING	\$303.60	\$200.00	\$0.00	\$300.00	\$300.00		
001.422.0520.5344.0000.0000	POSTAGE	\$90.09	\$100.00	\$37.39	\$300.00	\$175.00		
001.422.0520.5389.0000.0000	INTERDEPARTMENTAL SER	\$13,643.50	\$15,120.00	\$6,285.40	\$15,120.00	\$16,000.00		
001.422.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$460.00	\$3,500.00	\$285.00	\$5,000.00	\$4,300.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$259,154.35	\$277,549.00	\$118,167.00	\$300,829.00	\$293,390.00		

Town of Scituate

Budget 422 Highway Dept

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.422.0522.5271.0000.0000	STORM CLEANUP	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: STORM DAMAGES - 0522								
001.422.0540.5420.0000.0000	OFFICE SUPPLIES	\$1,097.09	\$750.00	\$93.56	\$1,000.00	\$750.00		
001.422.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$5,053.96	\$8,000.00	\$1,478.89	\$7,890.00	\$7,890.00		
001.422.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.422.0540.5430.0000.0000	BUILDING SUPPLIES	\$3,963.14	\$3,200.00	\$3,250.73	\$4,000.00	\$3,500.00		
001.422.0540.5431.0000.0000	EQUIPMENT PARTS	\$29,463.00	\$34,000.00	\$13,941.90	\$35,000.00	\$33,000.00		
001.422.0540.5433.0000.0000	ROADWAY MAINT SUPPLIES	\$78,264.75	\$68,000.00	\$20,737.64	\$68,153.00	\$68,000.00		
001.422.0540.5434.0000.0000	TRAFFIC CONTROL SUPPLI	\$16,171.03	\$17,000.00	\$2,461.45	\$17,075.82	\$16,500.00		
001.422.0540.5451.0000.0000	CLEANING SUPPLIES	\$1,652.86	\$1,300.00	\$1,238.29	\$1,650.00	\$1,600.00		
001.422.0540.5480.0000.0000	VEHICLE SUPPLIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.422.0540.5481.0000.0000	FUELS & LUBRICANTS	\$57,033.36	\$48,000.00	\$21,111.61	\$55,000.00	\$55,000.00		
001.422.0540.5484.0000.0000	TOOLS & EXPENDABLES	\$28.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.422.0540.5581.0000.0000	CLOTHING	\$4,156.99	\$4,200.00	\$4,050.00	\$5,050.00	\$4,050.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540								
001.422.0580.5851.0000.0000	EQUIPMENT	\$9,811.00	\$12,000.00	\$0.00	\$11,500.00	\$9,900.00		
001.422.0580.5853.0000.0000	OFFICE EQUIPMENT	\$0.00	\$0.00	\$0.00	\$1,100.00	\$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580								
Grand Total:								
		\$995,096.33	\$1,023,800.00	\$443,442.99	\$1,061,568.82	\$1,052,965.00		

End of Report

Budget 429 Public Grounds-No Detail

From Date:	12/1/2011	To Date:	12/31/2011	Definition:	FY13 Completed Budget
------------	-----------	----------	------------	-------------	-----------------------

Printed:	12/23/2011	9:38:26 AM	Report:	2.8.19
----------	------------	------------	---------	--------

Town of Scituate

Budget 429 Public Grounds-No Detail

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.429.0540.5420.0000.0000	OFFICE SUPPLIES	\$472.23	\$500.00	\$123.34	\$500.00	\$500.00		
001.429.0540.5423.0000.0000	SPECIAL AGENCY SUPPL	\$11,918.23	\$13,000.00	\$7,964.04	\$10,700.00	\$10,700.00		
001.429.0540.5430.0000.0000	BUILDING SUPPLIES	\$16,385.28	\$9,500.00	\$6,692.92	\$10,000.00	\$10,000.00		
001.429.0540.5431.0000.0000	EQUIPMENT PARTS	\$24,855.85	\$25,000.00	\$15,235.58	\$25,000.00	\$25,000.00		
001.429.0540.5451.0000.0000	CLEANING SUPPLIES	\$5,575.96	\$5,000.00	\$2,568.62	\$6,000.00	\$5,575.00		
001.429.0540.5462.0000.0000	LANDSCAPING SUPPLIES	\$8,040.98	\$10,000.00	\$6,743.46	\$11,000.00	\$11,000.00		
001.429.0540.5480.0000.0000	VEHICLE SUPPLIES	\$1,726.99	\$2,500.00	\$0.00	\$2,500.00	\$2,000.00		
001.429.0540.5481.0000.0000	FUELS & LUBRICANTS	\$31,795.46	\$35,000.00	\$19,058.82	\$35,925.00	\$35,925.00		
001.429.0540.5484.0000.0000	TOOLS & EXPENDABLES	\$690.14	\$0.00	\$0.00	\$2,500.00	\$750.00		
001.429.0540.5581.0000.0000	CLOTHING	\$4,289.35	\$4,050.00	\$4,050.00	\$5,500.00	\$4,050.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$105,750.47	\$104,550.00	\$62,436.78	\$109,625.00	\$105,500.00		
001.429.0580.5851.0000.0000	EQUIPMENT	\$839.51	\$0.00	\$0.00	\$38,293.30	\$15,000.00		
001.429.0580.5854.0000.0000	Furnishing/Equipment Replac	\$0.00	\$15,000.00	\$0.00	\$15,000.00	\$15,000.00		
001.429.0580.5855.0000.0000	Retrofit Basement Storage	\$0.00	\$100,000.00	\$0.00	\$100,000.00	\$100,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$839.51	\$115,000.00	\$0.00	\$153,293.30	\$130,000.00		
Grand Total:		\$762,511.27	\$957,981.00	\$387,403.42	\$1,037,558.30	\$953,499.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: 423- SNOW AND ICE REMOVAL

MISSION STATEMENT:

- To ensure that police, fire and medical emergency equipment can move safely on Town roads.
- To open main and secondary roads for use by the public.
- To open residential streets (first priority given to publicly owned streets).
- To clear sidewalks used to walk to School.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- Continue Snow & Ice fighting strategy – “Fight the Storm from the ground up.”
- Continue use of the saturated salt pre-treatment process.
- Convert to “Straight salt” strategy to improve effectiveness and reduce cost of clean-up.
- Reduce the cost of contractors by using crews from all DPW departments and improved Town fleet.
- Maintain the priority focus on public roads.
- Establish Additional Salt Storage Area

MAJOR BUDGET COMPONENTS

- | | |
|-----------------------------------|-----|
| • Contracted snow plows & sanders | 41% |
| • Sand & Salt | 33% |
| • Overtime | 11% |
| • Maintenance | 8% |
| • Equipment Replacement | 7% |

FY 13 RISKS AND CHALLENGES

- Weather
- Salt availability

DEPARTMENTAL ACCOMPLISHMENTS

- Implement brine mixing system for preparing pre-treatment mixture.
- Reconfigured Plow Routes to incorporate expanded fleet.
- Brought on-board additional Town vehicles and drivers.
- Managed a difficult winter (2010-11) with only 30% (\$149k) increase over budget.

Town of Scituate

Budget 423 Snow&Ice Removal

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date:

12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.423.0510.5120.0000.0000	OVERTIME	\$75,446.57	\$58,001.00	\$2,609.39	\$58,001.00	\$70,000.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$75,446.57	\$58,001.00	\$2,609.39	\$58,001.00	\$70,000.00		
001.423.0520.5271.0000.0000	EQUIPMENT RENTALS	\$264,899.00	\$200,000.00	\$1,178.41	\$200,000.00	\$192,000.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$264,899.00	\$200,000.00	\$1,178.41	\$200,000.00	\$192,000.00		
001.423.0540.5431.0000.0000	EQUIPMENT PARTS	\$21,998.21	\$27,000.00	\$2,208.24	\$27,000.00	\$27,000.00		
001.423.0540.5433.0000.0000	ROADWAY MAINTENANCE	\$227,973.07	\$159,475.00	\$40,930.12	\$159,475.00	\$159,475.00		
001.423.0540.5480.0000.0000	VEHICLE SUPPLIES	\$181.48	\$5,000.00	\$49.99	\$5,000.00	\$3,000.00		
001.423.0540.5484.0000.0000	TOOLS & EXPENDABLES	\$2,534.90	\$5,000.00	\$0.00	\$5,000.00	\$2,600.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$252,687.66	\$196,475.00	\$43,188.35	\$196,475.00	\$192,075.00		
001.423.0580.5851.0000.0000	EQUIPMENT	\$42,633.64	\$32,000.00	\$0.00	\$32,000.00	\$35,925.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$42,633.64	\$32,000.00	\$0.00	\$32,000.00	\$35,925.00		
Grand Total:		\$635,666.87	\$486,476.00	\$46,976.15	\$486,476.00	\$490,000.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: STREETLIGHTS AND BEACONS

MISSION STATEMENT:

Provide adequate street lighting for town streets, roads, intersections, crosswalks, and neighborhoods at an affordable cost within a limited budget.

FY 2013 DEPARTMENT GOALS AND OBJECTIVES:

Complete an audit of all streetlights currently being charged to the Town by National Grid and NStar (Oct '12).

MAJOR BUDGET COMPONENTS

This line item covers the cost of electricity for the Town's streetlights. The budget proposal is based upon based on historical costs and a recent price increase. Almost all lights are owned by National Grid or NStar. For these, the Town pays for electricity through a rental arrangement. Traffic signals and decorative lights in Greenbush and North Scituate are owned and maintained by the Town. For these, the Town pays for power via meters.

FY 13 RISKS AND CHALLENGES

In the past Towns have responded to economic challenges by turning off streetlights. This generally causes havoc. The focus for Scituate will on

- (a) strict oversight of the power company to be sure that we are being charged properly
- (b) on a conservation program to ensure that energy-efficient lighting of the proper lumens are in place
- (c) an audit of streetlight placement to be sure that best management practices are being used to locate the streetlights most effectively.

Town of Scituate

Budget 424 Street Lights/Beacons Summ

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.424.0520.5211.0000.0000	ELECTRICITY	\$202,476.00	\$209,000.00	\$82,341.59	\$213,000.00	\$180,000.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$202,476.00	\$209,000.00	\$82,341.59	\$213,000.00	\$180,000.00		
Grand Total:		\$202,476.00	\$209,000.00	\$82,341.59	\$213,000.00	\$180,000.00		

End of Report

TOWN OF SCITUATE

2013 BUDGET

DEPARTMENT: Board of Health

MISSION STATEMENT:

To provide prevention services and to promote and protect the public and environmental health for the Town of Scituate.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS:

1. Work with the Police Department and other involved town departments and local agencies to better address the problem of hoarding and associated health and safety issues.
 - a. Research resources
 - b. Pursue grant-funding opportunities including possible regionalization of resources,
 - c. Develop team approach to facilitate effective communication and intervention,
 - d. Develop and implement policy,
 - e. Attend appropriate trainings,
 - f. Enforcement as necessary.
2. Work with the Police Department to secure a permanent kiosk for prescription medicine deposits 24/7.
 - a. Research available containers and select location,
 - b. Set procedures for handling drug collection and disposal,
 - c. Set budget and determine funding source,
 - d. Get necessary administrative approval,
 - e. Purchase, install, advertise and use.
3. Insure free flu vaccine for Scituate citizens.
 - a. Budget for 500 doses of flu vaccine,
 - b. If approved, purchase,
 - c. Create revolving fund to become self-sustaining,
 - d. Give timely flu clinics in the fall,
 - e. Seek reimbursement from Medicare and insurance companies.
4. Increase nursing hours.
 - a. Get administrative approval and approved job description, advertise, interview and hire,
 - b. Increase emergency preparedness duties – Medical Reserve Corp. drills and communication,
 - c. Develop and implement plan for an intern with public health or nursing background to conduct a community health assessment.
5. Continue to work with community groups (SANDS and Coastal Coalition) on emergency preparedness and other health issues of concern.
 - a. Increase awareness and identify needs,
 - b. Continue to improve customer service and website information,
 - c. Access resources for dissemination.

MAJOR BUDGET COMPONENTS

SALARIES: This is over 80% of our budget and the staff is essential to the mission of the department.

TECHNICAL SERVICES: This funding provides services to meet legal mandates.

MILEAGE: This funds staff travel to complete the mission.

CONFERENCES & MEETINGS: Allows staff to be aware of new technology to benefit consumers and department. Keeps staff up to date on new and changing regulations and unfunded mandates, thereby protecting the town's liability and helps maintain staff professional credentials.

MEDICAL SUPPLIES: These are essential for the nurse's work with the community.

OFFICE SUPPLIES: Supplies such as printer cartridges, stationary and forms are essential to mandate notification required for regulations.

POSTAGE: Regulations require mandatory notification by mail, plus all permit mailings.

LEGAL: Passing of new or revised regulations requires legal notice.

DUES & SUBSCRIPTIONS: Both MHOA and NACCHO provide incredibly valuable information and training.

SPECIAL AGENCY FUNDS: For unexpected special needs.

PRINTING & FORMS: As needed for new information and regulations.

OFFICE EQUIPMENT: The new file cabinets are full and two more are needed.

The Board of Health is mainly a regulatory agency ensuring compliance with the Massachusetts Department of Public Health and the Massachusetts Department of Environmental Protection regulations as well as locally passed regulations. Such regulations include but are not limited to: retail food, food service, housing and hoarding, lead paint poisoning prevention, hazardous waste and materials, air, water and noise pollution, beaches, pools, body art, solid waste, water supply, health screenings, communicable disease, food borne illness outbreaks, sewage disposal, vaccine administration, subdivision approvals, review of building permits, plan review and approvals, budgets as well as doing inspectional work and emergency preparedness.

Personnel consists of a full-time Director, a full-time Secretary, a part time Nurse presently at 8 hours, an increase is proposed to 20 hours to accommodate more services. The position was originally 26 hours for many years. A food inspector is paid on a per inspection basis, which is covered by a revolving account. The exceptions are town owned properties and non-profit agencies such as six schools, Widow's Walk and the food pantry. There are three perc witnesses; all who are certified soil evaluators and are paid from a revolving account whose cost is paid by the applicant/owner.

Emergency Preparedness funds are received from Region 4B Public Health Emergency Preparedness through the MDPH from CDC. Funds are per capita with a \$5,000.00 base. Scituate's average amount is \$6,610.00. Funds are used for supplies, drills, services, training and equipment. All expenditures are approved by Region 4B Administration and MDPH.

PART 13 RISKS AND CHALLENGES

Because of the scope of Board of Health responsibility we usually have some regulations changed or created to which we must adapt.

The economy is marginally better as we've seen a 5-10% increase in sewage disposal system permits. As foreclosures increase and people live on tighter budgets, the possibility of nuisance properties increase.

Hoarding remains a challenge because we don't have the local resources to deal with the mental health component. Hopefully, our new goal will improve our capabilities to deal with this issue.

DEPARTMENTAL ACCOMPLISHMENTS

- . Worked with four new vendors for Farmer's Markets.
- . Worked with applicants to approve plans and open Backyard Burger.
- . Attended Humarock Civic Community question and answer session.
- . Working with SANDS on disaster preparedness.
- . Working with Coastal Coalition on "Map Your Neighborhood" project and providing emergency preparedness funding for printing.
- . Working with Sub Region 5 of Region 4B Public Health Emergency Preparedness, Hingham to Hanover, on a joint shelter exercise to be held on February 25, 2012 at the Scituate High School and meeting our deliverables.
- . Inspected K of C Carnival and Heritage Days.
- . Closed Sand Hills Beach eight times, Minot Beach once and Lighthouse Beach once. Did environmental beach water testing to determine causes of excessive bacterial counts at Sand Hills Beach. Causes are apparently large amounts of unremoved seaweed and two storm drains near the end of 11th Avenue

and Marion Road. Worked with MDPH Beach Program and MDEP non-profit Source Pollution Project on this issue.

- . Coordinated and distributed After Action Reports for December 2010 storm.
- . Addressing nuisance condition at Lobster Express in Humarock.
- . Director was successfully recertified as a Certified Food Manager for five years.
- . Director served as a judge in the annual High School Science Fair.
- . Showed "Under Our Skin" twice, a documentary on people with Lyme disease and their doctors.
- . Director gave a Title 5 presentation and useful documents to Jack Conway realtors.
- . Purchased state regulation required signs on beach testing that were installed by DPW at nine sites.
- . Dealing with Village at South River project about toilets for the marina.
- . Director attended two shelter trainings, one in Easton sponsored by MEMA and one in Cohasset sponsored by Region 4B.
- . Director working with DPW Administration and Sewer Division on new sewer regulations.
- . Board of Health is in the process of creation of specific Grease Trap regulations.
- . Director approved plans for the Scituate Racquet and Tennis Club to add a pool to their facility.
- . Director approved the Scituate Harbor Yacht Club plan for relocation of Snack Bar and bathhouses.
- . Director conducted a pre-occupancy inspection with the Building Commissioner and Deputy Fire Chief at the Scituate Harbor Community Building.
- . Director and Public Health Nurse participated in November Health Fair at the Scituate Harbor Community Building.
- . Director discussed emergency preparedness concerns and actions with the Fire Department, Police Department and Council on Aging at a Scituate Housing Authority Board meeting.
- . Participated in conference calls with MEMA and MDPH on emergency preparedness, flu vaccine and arboviruses.
- . Working with Recreation Department and DPW on seaweed removal and beach boundaries.

DESCRIPTION REVENUE	FY/10	FY/11	FY/12 YTD	FY/13 Projected	Comments
Perc Applications	\$ 30,375.00	\$17,845.00	\$ 21,070.00	\$22,500.00	All FY13 is an estimated amount of monies
Disposal Works					
Installers Permits	\$ 7,625.00	\$ 6,550.00	\$ 4,750.00	\$ 5,000.00	
Pump & Haul					
Septage	\$ 1,250.00	\$1,400.00	\$ 1,500.00	\$ 1,400.00	
Rubbish Removal	\$ 600.00	\$ 1,400.00	\$ 600.00	\$ 700.00	
Misc. Other	\$ 2,335.00	\$ 1,500.00	\$ 1,545.00	\$ 1,500.00	
Swimming Pool	\$ 725.00	\$ 675.00	\$ 700.00	\$ 700.00	
Revolving Food Permits, Reinspections and Temporary Food Permits	\$ 15,076.00	\$ 16,913.00	\$ 12,855.00	\$13,500.00	
Flu Vaccine					
Reimb.	\$ 7,326.44	\$ 6,363.81	\$ 3,699.38	\$ 2,550.00	
Sewage Permits	\$ 21,295.00	\$ 18,750.00	\$ 16,070.00	\$15,000.00	
Preparedness Grant	\$ 6,408.00	\$ 5,617.59	\$ 3,205.00	\$ 6,610.00	For supplies, services and Training related to Emergency Preparedness
Public Health Emergency Funds	\$ 16,889.00	- 0 -	- 0 -		

Town of Scituate

Budget 510 Board of Health

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town' Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.510.0510.5110.0000.0000	REGULAR SALARIES	\$115,331.55	\$116,838.00	\$52,343.79	\$120,356.00	\$120,356.00		
001.510.0510.5120.0000.0000	OVERTIME	\$226.07	\$0.00	\$366.79	\$1,750.00	\$500.00		
001.510.0510.5130.0000.0000	LONGEVITY	\$2,000.00	\$2,150.00	\$850.00	\$2,150.00	\$2,150.00		
001.510.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$500.00	\$0.00	\$400.00	\$400.00		
001.510.0510.5180.0000.0000	PART-TIME SALARIES	\$12,654.37	\$13,505.00	\$5,322.45	\$28,860.00	\$13,774.00		
001.510.0510.5191.0000.0000	OTHER SALARIES	\$1,164.24	\$1,168.00	\$473.39	\$1,203.00	\$1,203.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$131,376.23	\$134,161.00	\$59,356.42	\$154,719.00	\$138,383.00		
001.510.0520.5199.0000.0000	PUBLIC SERVICE CONT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.510.0520.5241.0000.0000	OFFICE MACHINE MAIN	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.510.0520.5245.0000.0000	REPAIRS & MAINTENAN	\$602.50	\$0.00	\$0.00	\$0.00	\$0.00		
001.510.0520.5308.0000.0000	TRAINING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.510.0520.5309.0000.0000	TECHNICAL SERVICES	\$775.30	\$3,110.00	\$384.80	\$2,600.00	\$2,600.00		
001.510.0520.5321.0000.0000	CONFERENCESMEETINGS	\$244.00	\$500.00	\$71.59	\$700.00	\$500.00		
001.510.0520.5343.0000.0000	BINDING & PRINTING	\$0.00	\$400.00	\$0.00	\$0.00	\$150.00		
001.510.0520.5344.0000.0000	POSTAGE	\$659.61	\$375.00	\$77.27	\$475.00	\$475.00		
001.510.0520.5346.0000.0000	LEGAL ADVERTISING	\$97.68	\$200.00	\$0.00	\$200.00	\$150.00		
001.510.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$281.20	\$1,500.00	\$167.20	\$1,500.00	\$1,000.00		
001.510.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$0.00	\$230.00	\$0.00	\$230.00	\$230.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$2,660.29	\$6,315.00	\$700.86	\$5,705.00	\$5,105.00		
001.510.0540.5420.0000.0000	OFFICE SUPPLIES	\$789.02	\$1,000.00	\$403.93	\$1,175.00	\$1,175.00		
001.510.0540.5423.0000.0000	SPECIAL AGENCY SUPP	\$323.20	\$0.00	\$0.00	\$0.00	\$0.00		
001.510.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$0.00	\$0.00	\$400.00	\$400.00		

Town of Scituate

Budget 510 Board of Health

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date:

12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.510.0540.5481.0000.0000	FUELS & LUBRICANTS	\$404.99	\$0.00	\$0.00	\$0.00	\$0.00		
001.510.0540.5500.0000.0000	MEDICAL SUPPLIES	\$355.25	\$500.00	\$197.82	\$7,000.00	\$5,625.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$1,872.46	\$1,500.00	\$601.75	\$8,575.00	\$7,200.00		
001.510.0580.5853.0000.0000	OFFICE EQUIPMENT	\$171.39	\$0.00	\$0.00	\$200.00	\$200.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$171.39	\$0.00	\$0.00	\$200.00	\$200.00		
Grand Total:		\$136,080.37	\$141,976.00	\$60,659.03	\$169,199.00	\$150,888.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: Council on Aging (541)

MISSION STATEMENT:

The purpose of the Scituate council on Aging is to identify needs, and implement programs that will enhance the quality of life and independence of the Seniors of Scituate, and to educate the community to the needs of the seniors.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL 1. Continue to expand the ability of the Council on Aging in raising funds that will enhance and sustain needed programs and services.

- a) Continue to insert page in the newsletter asking for donations to specific programs. Work on building a legacy program. If successful, investigate the possibility of increasing the revolving account.
- b) Plan 3 major fundraisers for fiscal year 2013. Possibilities, luncheon fashion show, spring fair, as well as an intergenerational program with recreation.
- c) Cookbook is due for publication July, 2013.(Ongoing)

GOAL 2. To continue to improve our transportation Program and expand services to meet the demonstrated need of the town

- a) Complete assessment identifying the services that are now being expended Number of local rides for medical purpose, programs offered here, lunches, events, shopping etc. Medical Rides out of Scituate numbers served, for what purpose cost of each ride and if a charge is assigned how would it help us with some expansion of services
- b) Continue to explore alternative sources of transportation, especially for residents under 60 who are not being serviced.
- c) In December of 2013, apply for another large van to expand services and reduce the costs of drivers.(ongoing)

GOAL 3. To create mechanism that will help determine how well services are being met.

- a) Design and implement Client Satisfaction Survey, to determine if programs and events are reaching their intended purpose, and to illicit suggestions for changes.
- b) We are presently conducting 5 programs that are geared to health and wellness through exercise. Design and implement a before worksheet that every participants must fill out. This worksheet will contain points that the participant hopes to achieve while attending this exercise, At the end of every six month period of attendance and also when a senior leaves the program and after worksheet will be given to determine if the program had improved the health and wellness of the senior. Implemented by (April 2013)

GOAL 4 Recruit volunteers to assist us in forming a COA support group. Whose purpose will be to assist the COA with events, fund raisers and major educational endeavors

- a) Research process, establish goals, rules and guidelines
- b) Respond to the need that is demonstrated by the increase in request for senior services, especially transportation.
- c) Find appropriate method to recruit volunteers that can meet the needs of our seniors
- d) Determine if possible that a goal of establishing a 5013c can be accomplished.

MAJOR BUDGET COMPONENTS: The focus of the Scituate Council on Aging is to provide services to Scituate residents over the age of 60. The focus of these services is as follows:

TRANSPORTATION Continues to be the greatest needs for Scituate Seniors. Our Census tells us that we currently have 4,434 seniors in the town of Scituate. For the most part the greatest need and the most use of our transportation systems continues to lie with those 70 years and older. Seniors between the ages of 75 to 100 years of age make up 65% of our ridership. With seniors living longer, as well as the continued growth of this populations ;needs for resources such as these can only expand. Some of our seniors 60 and above are disabled and need transportation on a regular basis. We have tried serving some of the disabled under 60 but without other means of transportation available to them, it will continue to be an unmet need.

We are currently running 2 working vans. We have applied for a new 12 passenger, which will be available to us by the middle of January, 2012. Our v an service has four components. Around town,for medical, shopping, local events and programs. There are so many requests for these rides that we require a 72 hour notice before booking. We have (16) volunteer drivers who take seniors to medical appointments out of Scituate. The Link is a program financed by the town @ \$24,000. This program allows us through a paid vendor to pick disabled seniors up at their homes and drive them to medical appointments as far away as Boston. For the frail elderly , if required we have volunteer escorts who will accompany them on the ride. Escorts are also available for local rides and shopping trips. During this past fiscal year we reported our total rides at 6,314. With the numbers of seniors who continue to live longer and will no longer be able to drive we anticipate a 7 to 10% increase for FY12. The Cost of this program for gas, repairs, driver's salaries was \$95,379.00

OUTREACH to seniors is also a major component of services given at the Scituate council on Aging. Many seniors struggle while trying to understand the ever changing status of Medicare, health insurance, not to mention Prescription D and the notorious donut hole. With over 100 plans and options available to them, choosing what is right for them is a daunting task, During most of the year, insurance needs are mainly those that can be easily managed, however, Come October through December when open enrollment is available. Finding the right option becomes traumatic. Our Outreach and volunteer SHINE workers take many hours for many days assisting these individuals. While at the same time Fuel Assistance becomes available. Our workers complete and assist these individuals, seniors and families alike in completing the application in order to receive fuel assistance. Last year with the economic downturn we completed over 100 application, this year and with less funds available, we are already inundated. Along with these duties, our Outreach workers make home visits when the senior cannot come into the home. Find resources for those seniors in trouble. Meet with families that are having trouble placing their parent, or looking for resources to keep them in the home. For Scituate Seniors, the Council on Aging is the only Human Service Agency available to them. During this past fiscal year we assisted 1862 seniors and families with one of the Outreach Services. Because of the growth of seniors, we anticipate a 7 to 5% growth in need for services. Cost for this program last year was 92,325.00

PROGRAMMING Elder research has documented the fact that socialization for seniors is crucial to their health and well- being. Especially for seniors who are reclusive and seldom leave their home this contact is so important. However, socialization can be expressed in many way. Seniors can participate in exercise programs, Stretching and Yoga, Line Dancing, Ti-Chi, Zumba, Cardio and Arthritis exercise not only promote health, but are also give the senior an opportunity to socialize. Events such as parties, presentations, memoir writing and more also add to socialization, and helped to promote the mind. We have added 4 new programs during this fiscal year including hypnosis and art class. During Fiscal 12, we had 4896 participants at an estimated cost of \$86,503.00

SCITUATE COUNCIL ON AGING

DEPARTMENTAL ACCOMPLISHMENTS

The highlight of our accomplishment was our successful attempt at securing a new 12 passenger van which will be presented in January.

The Scituate Council on Aging was very pleased with accomplishment made during this fiscal year. Some of the highlights of those accomplishments were:

1. A Formula Grant from the Massachusetts Department of Elder Affairs was secured for \$25,178. The assessment of \$7.00 per senior given last year was cut to \$6.50. Because we had an increase in our senior population we sustained no loss. These yearly monies help us to hire a part time Outreach Worker, pay for postage for the newsletter provide trainings for our staff, along with help to sustain many programs for seniors.
2. Lag monies not spent but came as donations or grants, were used to clean the rug in the common room, wash and seal floors in both bathrooms and the kitchen. As we have no ongoing cleaning crew, many chores are relegated to volunteers or staff. We also purchased an additional computer for staff.
3. Four new programs were added to the list, hypnotherapy, chair, yoga, and scabble, as well as cooking for one which will be added to the list in April.
4. We held special programs for Older American month in May, Men's breakfast with special guests, women's tea and an awards dinner for (5) seniors for the contributions they have made to their community.
5. We had our second annual senior lunch at the Maritime Center to kick off the celebration for Heritage Days.
6. An Art Show for seniors held at the Maritime Center was a huge success.
7. On November 15th, we held our First annual Health Fair at the Scituate Community Building, Twenty Eight Organizations participated and 213 seniors attended
8. On November 19th, we held a Holiday Fair at The Community Building. The purpose of this was to raise money to help seniors with their heating bills. Over 26 vendors participated, paying \$50.00 per table and over 600 residents attended. We had a band and a children's component thanks to Jen Vitale and our Recreation Department.

RISK AND CHALLENGES:

1. Insufficient number of staff to deal with the ever increasing population of seniors in our community who will continue to need increased services as they age.
2. Keeping up with changing resources available to seniors. In terms of insurance issues, placement opportunities for seniors, as well as bringing needed services into the home for ailing seniors. Keeping up with assessments requested by families who are looking for help with parents. Assisting seniors with applications for needed resources such as: SNAP (food stamps), fuel assistance, low interest loans to help rehab their houses.
3. The inability to correct the impediments of our building that make it difficult to carry out our mission;
 - Lack of parking (only 14 spaces), Most of our programs are well in excess of 14 participants, In the case of events we have a minimum of 40 participants.
 - Set up of the building allows no privacy for "Ask a Lawyer", Meeting with seniors and their families.breavement sessions etc.
 - Department's struggle to keep an aging (18340 building clean and in adequate condition.
 - Trying to maintain heat throughout the building and keep it cool in the summer without adequate insulation..

DESCRIPTION OF REVENUE	FY/10	FY/11	FY/12 YTD	FY/13 Projected	Comments
FY07 Lag monies GRANT	\$10,413.13	\$7,000.00	\$6,500.00	-0-	These monies are to be zeroed out when the COA is in January, 2013 when we Will receive our 12 Passenger van
Formula Grant Award 2012			\$25,138.00	\$25,138	The Formula Grant is based on the # of seniors in town census. Our current census # is 4,344. The \$ amt is decided by the Legislature
Fees, Donation And Gifts Medical Transportation	\$3,004.00	\$4,256.00	\$4,500.00	\$4,900.00	
Program Revolving	\$11,398.00	\$17,893.00	\$23,396.07	\$25,000.00	
Gift Account	\$18,397.49	\$19,520.87	\$28,870.69	\$30,000.00	
Project Safety Net Heating Act		\$895.00	\$1,500.00 \$1,200.00	\$1,500.00 unknown	
Gifts and donations Received are Earmarked for Specific use					

Town of Scituate

Budget 541 Council on Aging

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.541.0510.5110.0000.0000	REGULAR SALARIES	\$108,394.25	\$109,765.00	\$49,305.89	\$113,142.00	\$113,142.00		
001.541.0510.5130.0000.0000	LONGEVITY	\$1,400.00	\$1,400.00	\$550.00	\$2,200.00	\$2,200.00		
001.541.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.541.0510.5180.0000.0000	PART-TIME SALARIES	\$65,981.27	\$79,065.00	\$30,268.35	\$80,847.00	\$81,430.00		
001.541.0510.5191.0000.0000	OTHER SALARIES	\$372.59	\$1,321.00	\$152.13	\$1,396.00	\$1,396.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$176,148.11	\$191,551.00	\$80,276.37	\$197,585.00	\$198,168.00		
001.541.0520.5211.0000.0000	ELECTRICITY	\$2,568.09	\$3,000.00	\$1,414.95	\$3,750.00	\$3,600.00		
001.541.0520.5213.0000.0000	NATURAL GAS	\$3,213.66	\$3,400.00	\$274.65	\$3,400.00	\$3,400.00		
001.541.0520.5231.0000.0000	WATER/SEWER	\$976.98	\$834.00	\$0.00	\$0.00	\$0.00		
001.541.0520.5242.0000.0000	REPAIR/MAINT PROP/	\$4,159.06	\$3,000.00	\$1,475.63	\$3,000.00	\$3,000.00		
001.541.0520.5245.0000.0000	VEHICLE SERVICES	\$504.48	\$2,500.00	\$122.35	\$2,500.00	\$1,400.00		
001.541.0520.5270.0000.0000	RENTALS & LEASES	\$0.00	\$0.00	\$0.00	\$1,590.64	\$1,500.00		
001.541.0520.5274.0000.0000	PARATRANSIT RIDE	\$16,441.50	\$24,000.00	\$7,011.00	\$24,000.00	\$22,000.00		
001.541.0520.5311.0000.0000	SUPPORT SERVICES	\$1,122.06	\$2,600.00	\$299.75	\$2,600.00	\$2,400.00		
001.541.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$90.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.541.0520.5344.0000.0000	POSTAGE	\$3,498.86	\$3,850.00	\$1,729.14	\$3,850.00	\$3,850.00		
001.541.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$562.80	\$1,000.00	\$467.56	\$1,000.00	\$750.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$33,137.49	\$44,184.00	\$12,795.03	\$45,690.64	\$42,000.00		
001.541.0540.5420.0000.0000	OFFICE SUPPLIES	\$1,781.71	\$2,000.00	\$405.58	\$2,000.00	\$2,000.00		
001.541.0540.5451.0000.0000	CLEANING SUPPLIES	\$332.70	\$600.00	\$62.71	\$600.00	\$600.00		
001.541.0540.5481.0000.0000	FUELS & LUBRICANTS	\$4,584.96	\$7,600.00	\$1,758.12	\$7,600.00	\$6,400.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$6,699.37	\$10,200.00	\$2,226.41	\$10,200.00	\$9,000.00		

Town of Scituate

Budget 541 Council on Aging

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	Admin Recomm	FY13 Town Selectman	FY13 Advisory Committee
001.541.0580.5853.0000.0000	EQUIPMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
SCHEDULE: CAPITAL OUTLAY - 0580		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Grand Total:		\$215,984.97	\$245,935.00	\$95,297.81	\$253,475.64	\$249,168.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: VETERANS

MISSION STATEMENT:

The Veterans Services Department provides financial and medical assistance to needy veterans and their families. With respect and concern for the individuals involved the department assistance veterans and their survivors in obtaining benefits in accordance with state and federal regulations.

FY 2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

In November of 2011, the Board of Selectmen executed an inter-municipal (IMA) agreement with the Town of Hingham to create a shared veterans district to be known as the Hingham-Scituate Veterans Service District. This District shares the costs and operations of providing staff and services to veterans and their families. The Commonwealth mandates that all communities with population of 12,000 or more have a full-time veteran's services officer unless the towns are combined into a district. The attached IMA details the duties and obligations of the Town. This includes a proportional cost sharing of budgetary costs of 55%-45%. Grave markers and direct veterans benefit payments are excluded.

MAJOR BUDGET COMPONENTS

The expense budget is primarily for veterans' assistance. It is used to provide monetary assistance to veterans in order to meet qualifying needs for food, clothing, shelter, health insurance, and other essential items. Funds may also be used for assisting veterans with a fuel allowance when heat is not included in their rent.

The budget includes a 15 hour per week clerk and 20 hour week Veterans Services Officer.

FY 13 RISKS AND CHALLENGES

As conflicts continue and soldiers return, the amount of benefits and services required is expected to significantly increase. The FY 12 budget was doubled from the FY 11 budget, and the FY 13 budget has an increase of \$35,000 over FY 12. This trend will continue. The Commonwealth has automated all veterans' payment of claims and staff must be trained in the application.

DESCRIPTION OF REVENUE	FY/10	FY/11	FY/12	FY/13 YTD	Comments
---------------------------	-------	-------	-------	--------------	----------

75% of expenditures for veterans benefit payments are reimbursed by the Commonwealth.

**VETERANS SERVICES INTER-MUNICIPAL AGREEMENT
BETWEEN THE TOWNS OF HINGHAM AND SCITUATE, MASSACHUSETTS**

This Inter-Municipal Agreement (hereinafter "IMA") dated November 1, 2011 by and between the Town of Hingham, but and through its Board of Selectmen, a Massachusetts Municipal Corporation, 210 Central Street, Hingham, MA 02043 (hereinafter "Hingham") and the Town of Scituate, by and through its Board of Selectmen, 600 Chief Justice Cushing Highway, Scituate, MA 02066 (hereinafter "Scituate") in accordance with Massachusetts General Laws Chapter 40, Section 4A enter into this IMA as follows:

WHEREAS, The Towns of Hingham and Scituate desire to provide Veterans Services to the residents of both Towns;

WHEREAS, The Towns of Hingham and Scituate realize that in order to provide the best available and responsive service in a cost-effective and efficient manner in the provision of Veterans Services to both Towns is to do so jointly;

WHEREAS, The Towns of Hingham and Scituate have both appropriated funds in their respective Fiscal Year 2012 Budgets to provide for such services;

WHEREAS, For the purposes of providing Veterans Services, the geographical areas containing both Towns shall be considered one service district by the Veterans Office staff in Hingham and Scituate;

NOW THEREFORE, we, the Hingham and Scituate Boards of Selectmen, acting by and on behalf of our respective Towns in consideration of the mutual covenants contained herein, agree to create a Hingham/Scituate Veterans' Services District as follows:

A. Work Schedules and Benefits

- 1) The full-time (35 hours per week) incumbent Veterans' Services Officer in the Town of Hingham shall serve as the Director of the Hingham/Scituate Veterans' Services District and will supervise, in both communities, all staff in their duties as relates to this Agreement.
- 2) A part-time (20 hours per week) clerical staff person will be hired by the Town of Hingham, and a part-time (15 hours per week) incumbent clerical staff person shall serve the Town of Scituate. The clerical staff person as well as the paperwork files for veterans and/or dependents in both Hingham and Scituate will be situated in Hingham and Scituate respectively. The clerical staff person(s) will travel to/from Hingham and Scituate as necessary in order to ensure the proper preparation and submission of veteran and/or vendor payment vouchers for processing by Scituate's and Hingham's Accounting Departments for approval by Scituate's and Hingham's Boards of Selectmen, respectively.
- 3) A part-time (20 hours per week) Veteran's Service Officer will be hired by the Town of Scituate, outfitted by the education, experience, knowledge, skills, and abilities documented in the attached Position Description, based upon the recommendation of the Director of the Hingham/Scituate Veterans' Services District obtained through participation in candidate résumé reviews and candidate interviews. All necessary steps in the hiring process and maintenance of employee records will be the responsibility of the Town of Scituate.

- 4) All Hingham/Scituate Veterans' Services District staff shall acquire the ability to perform necessary services for both Hingham and Scituate.
- 5) An annual performance evaluation of all staff members of the Hingham/Scituate Veterans' Services District will be conducted through joint evaluation meetings by the Hingham Town Administrator and Scituate Town Administrator with the each individual using documented performance criteria discussed in advance with the respective staff member.
- 6) All employee benefits, where applicable, including holidays, for all District staff will be in accordance with the Town of Hingham's personnel policies and procedures.
- 7) Both Towns will provide the Hingham/Scituate Veterans' Services District staff with office space, equipment, storage and supplies sufficient to accommodate two staff members, consistent with the professional practice and confidential nature of the provision of veterans' services and counseling.
- 8) Each Town will provide two personal computers loaded with MS Office software, MS Outlook, and broadband communication capability necessary for accessing the Department of Veterans' Services Web-VSMIS as well as scanning/fax capability for providing support documentation to DVS.

B. Duties and Responsibilities

- 1) In general, the duties and responsibilities of the Director of the Hingham/Scituate Veterans' Services District, the Veterans' Services Officer, and clerical positions are described in the attached Position Description. Changes to the Position Description will be made with the approval of the Hingham Town Administrator and Scituate Town Administrator.
- 2) The supervisors of the Director of the Hingham/Scituate Veterans' Services District shall jointly be the Town Administrator of the Town of Hingham and the Town Administrator of the Town of Scituate.
- 3) The most efficient use of community resources while maintaining sufficient and responsive veterans' services for the residents of both communities will be the overriding goal of this cooperative agreement. On a quarterly basis, the Director of the Hingham/Scituate Veterans' Services District shall meet jointly with the Hingham Town Administrator and the Scituate Town Administrator to ensure the smooth functioning of the District and to resolve issues identified by any of the three parties.
- 4) A Member Board shall be created upon acceptance of this Agreement, with one representative from each member community. Each community shall have one vote in matters that come before the Board. The Board shall meet quarterly and be updated by the Director, the Hingham Town Administrator, and the Scituate Town Administrator regarding the District's performance and any outstanding issues.
- 5) The Hingham/Scituate Veterans' Services District shall work with local Veterans Councils from the member communities to assist the Councils in coordinating all ceremonies and parades in all member communities.

C. Budget

1) In accordance with *A Guide for Establishing Veterans' Services District Under Chapter 115*, dated April 2011, the initial term of this Agreement shall be one year, subject to appropriation by the Towns and approval of the associated application by the Secretary, Department of Veterans' Services.

2) The budget for the Hingham/Scituate Veterans' Services District shall be established annually by the Town Administrator of Hingham and the Town Administrator of Scituate in consultation with the Director of the Hingham/Scituate Veterans' Services District. Each Town acknowledges its intent to serve all qualifying veterans and/or dependents as fully as possible under M.G.L. c115 and to establish annual budgets for veterans' services accordingly. Final annual budgets in each Town will be subject to appropriation by each Town's respective Town Meeting.

D. Financial Accountability

1) Shared expenses under this Agreement will include, but not necessarily be limited to, the following expenses attributable to the Hingham/Scituate Veterans' Services District: employee salary. Effective July 1, 2012, benefits, Medicare tax, workers' compensation, mileage, and directly-related out-of-pocket miscellaneous expenses. Additionally, as provided in paragraph 3 below, the Towns will also share estimated costs associated with pension benefits.

It is understood and agreed that the distribution of benefits payable to veterans in the member Towns under the provisions of Chapter 115 of the Massachusetts General Laws shall be paid by the Treasurer of the member Town in which that veteran resides.

It is understood and agreed that the seventy-five percent (75%) reimbursement of veterans' benefits from the Commonwealth of Massachusetts will be credited to the member Town in which that veteran resides.

2) Both Towns, as provided in paragraph 3 below, will also share unemployment liability costs at such time any staff becomes unemployed.

3) The Town of Hingham will pay 55% and Scituate will pay 45% of the shared expenses under paragraph 1 and 2 above for salary only through June 30, 2012. Effective July 1, 2012 the Town of Hingham will pay 55% and Scituate will pay 45% of the shared expenses under paragraph 1 and 2. These percentages are derived from the respective populations in each Town as of 2011 (Hingham – 22,262 + Scituate – 18,189 = 40,451) with the assumption that veteran caseloads will be in similar proportion once District outreach has become fully operational and effective.

4) For the Fiscal Year 2012, each member community will be responsible for its own procurement of flags.

5) The Town of Hingham and or Scituate, will reconcile total shared expenses as noted above in paragraphs 2 and 3 above on a quarterly basis, and either Town will remit any balance due to the other Town within 30 days of such reconciliation.

6) Each Town shall maintain appropriate workers' compensation insurance and general liability insurance to cover the Hingham/Scituate Veterans' Services District while the staff is performing his/her duties in the respective Town. For purposes of liability insurance and workers' compensation

insurance the District staff member shall be considered an employee of the Town during the performance of his/her duties within the respective Town.

7) To the extent that any claims, demands, suits, causes of action, and costs and expenses arise with respect to the provision of services under this Agreement, the receiving community shall be liable and shall, to the extent permitted by law, indemnify, defend, and hold the other community harmless from and against any and all such claims, demands, suits, causes of actions, costs and expenses, including reasonable attorneys' fees, to the extent that the receiving community would otherwise be subject to liability under state or federal law. By entering into this Agreement, neither party has waived any governmental immunity or limitation of damages which may be available by operation of law.

E. Miscellaneous

1) This Agreement may not be changed or modified except by a written instrument executed by the Boards of Selectmen of each Town.

2) Both Towns agree that if any court or other competent authority having jurisdiction shall declare any provision of this Agreement to be invalid or unenforceable, the remaining provisions hereof shall not be affected and shall remain in full force and effect.

3) This Agreement may not be assigned nor performance of the duties hereunder delegated without the express written consent of each Town.

4) Either Town may, by vote of its Board of Selectmen, terminate the Agreement upon written notification, provided that the notification of termination be ninety (90) days prior to the effective date of the termination and that the notification be no later than ninety (90) days prior to the beginning of the new fiscal year.

5) If any staff positions of the Hingham/Scituate Veterans' Services District should become vacant, both Towns will cooperate fully to fill the position as quickly as possible, coordinated by the Director or, if unavailable for an extended period, the Deputy Director.

Pursuant to M.G.L. c. 40, sec. 4A, this Agreement, approved by the Town of Hingham Board of Selectmen and the Town of Scituate Board of Selectmen, is hereby entered into and is effective from this the _____ day of November, 2011, by and between the Town of Hingham and the Town of Scituate. This Agreement contractually enables the Director of the Hingham/Scituate Veterans' District and the Deputy Director on staff of such office, to perform the duties of such office for both of the Towns which are party to this Agreement.

The initial term of this contract shall be for the remainder of Fiscal Year 2012, through June 30, 2012.

FOR THE TOWN OF HINGHAM:

Board of Selectmen

Director of Veterans' Services

FOR THE TOWN OF SCITUATE:

Board of Selectmen

Director of Veterans' Services

Approved as to Form by Hingham Town Counsel: _____ Date

Approved as to Form by Scituate Town Counsel: _____ Date

Funds Available:

Hingham Town Accountant**Funds Available:**

Scituate Town Accountant

Town of Scituate

Budget 543 Veterans' Benefits

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.543.0510.5130.0000.0000	LONGEVITY	\$0.00	\$0.00	\$0.00	\$0.00	\$236.00		
001.543.0510.5180.0000.0000	PART-TIME SALARIES	\$18,927.05	\$42,006.00	\$16,602.89	\$38,390.00	\$37,918.00		
001.543.0510.5191.0000.0000	OTHER SALARIES	\$0.00	\$0.00	\$0.00	\$0.00	\$159.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$18,927.05	\$42,006.00	\$16,602.89	\$38,390.00	\$38,313.00		
001.543.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.543.0520.5308.0000.0000	TRAINING	\$455.48	\$600.00	\$0.00	\$500.00	\$0.00		
001.543.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.543.0520.5344.0000.0000	POSTAGE	\$17.58	\$75.00	\$20.85	\$0.00	\$0.00		
001.543.0520.5385.0000.0000	CARE OF VETERANS GRAV	\$1,725.93	\$800.00	\$0.00	\$1,700.00	\$1,700.00		
001.543.0520.5389.0000.0000	INTERDEPARTMENTAL CHA	\$0.00	\$0.00	\$0.00	\$0.00	\$16,557.00		
001.543.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$0.00	\$0.00	\$13.20	\$0.00	\$0.00		
001.543.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$100.00	\$100.00	\$0.00	\$0.00	\$0.00		
001.543.0520.5781.0000.0000	SUBSIST/INC SUPPORT	\$32,441.06	\$50,000.00	\$17,158.79	\$80,000.00	\$80,000.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$34,740.05	\$51,575.00	\$17,192.84	\$82,200.00	\$98,257.00		
001.543.0540.5420.0000.0000	OFFICE SUPPLIES	\$328.79	\$200.00	\$204.00	\$200.00	\$0.00		
001.543.0540.5423.0000.0000	SPECIAL AGENCY SUPPLI	\$1,221.21	\$1,000.00	\$0.00	\$1,000.00	\$0.00		
001.543.0540.5462.0000.0000	LANDSCAPING SUPPLIES	\$0.00	\$200.00	\$0.00	\$200.00	\$200.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$1,550.00	\$1,400.00	\$204.00	\$1,400.00	\$200.00		
Grand Total:		\$55,217.10	\$94,981.00	\$33,999.73	\$121,990.00	\$136,770.00		

End of Report

Town of Scituate

Budget 549 Commission on Disabilities

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.549.0510.5180.0000.0000	PART-TIME SALARIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
001.549.0520.5245.0000.0000	VEHICLE SERVICE	\$0.00	\$2,575.00	\$0.00	\$2,575.00	\$2,575.00		
001.549.0520.5308.0000.0000	TRAINING	\$0.00	\$250.00	\$0.00	\$250.00	\$250.00		
001.549.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$0.00	\$2,825.00	\$0.00	\$2,825.00	\$2,825.00		
001.549.0540.5420.0000.0000	OFFICE SUPPLIES	\$0.00	\$250.00	\$0.00	\$250.00	\$250.00		
001.549.0540.5481.0000.0000	FUELS & LUBRIC	\$0.00	\$2,000.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$0.00	\$2,250.00	\$0.00	\$250.00	\$250.00		
Grand Total:		\$0.00	\$5,075.00	\$0.00	\$3,075.00	\$3,075.00		

End of Report

TOWN OF SCITUATE

2013 BUDGET

DEPARTMENT: Scituate Town Library

MISSION STATEMENT:

The Scituate Town Library is committed to three principals:

We strive to support the evolving cultural and educational needs of the people of Scituate by offering a broad range of professionally developed and easily accessible collections, innovative programs and services, and a repository of information on the heritage of our town.

We acquire and maintain books and other materials in a variety of media while offering technological resources, all to support life-long learning, enrichment and enjoyment.

We endeavor to provide and maintain this vital resource, now, and in the future, as a modern, safe, and welcoming community center for individuals of all ages and abilities.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Manage the aging building in light of the pending Public Library Construction Grant and the provisional funding that is expected to be awarded by the Commonwealth by 2015.

Manage the Public Library Construction Grant as it evolves, keeping the Town Administrator, Selectmen, the Public Building Commission, the Planning Board, the Building Department, the Engineering Department, and the community-at-large informed and involved. (on-going)

- Keep an ongoing dialog with the Building Consultant at the Massachusetts Board of Library Commissioners as well as our State Representatives and our State Senator to monitor the progress of the \$150 million dollar bond for library construction as it moves through the legislative process. (on-going)
- Assist the Trustees, The Scituate Library Foundation, and the Friends of the Library as needed in their efforts to raise private funds for the library renovation/expansion project, especially for those items not eligible for grant funding (parking lot, landscaping, furnishings, etc.)
- Continue to make necessary improvements even if grant funding is not available or is delayed, including, but not limited to reallocation of space, etc.

Make the library, and its services, more available to users:

- Increase hours of service by re-instating hours reduced in FY12. The library would be open at 9 AM and close at 9 PM Monday through Thursday. The additional 8 hours added to the weekly schedule would be offset by filling the "frozen" full-time position by July 2012.
- Increase usage and availability of ebooks by purchasing more titles through an increase in the book budget and by providing instruction in their use through one-on-one and group instruction as well as instructions available on the website. Staff would attend one in-house training a year supplemented with at least one webinar. The website would be updated at least 2 times per year to reflect the latest ebook information.
- Create a committee of librarians to plan and execute a year long facebook promotion to inform the community regarding the library collection and new acquisitions as well as programs and displays.

- Once a year hold a meeting with staff to solicit input regarding ideas for displaying the collection and alerting the public to new acquisitions and services. After careful consideration, choose two or three ideas to implement as pilot projects and evaluate reconsider after 6 months.

Continue to develop Library Collections

- Update collection development policies (completing 2 by 6/13)
- Explore digitalization/microfilming of the Scituate Mariner and apply for grant funding to cover the cost by 6/13.
- Continue to weed and update the non-fiction collection by determining 5 areas that require immediate attention. (completed by 6/13)
- Subscribe to the database versions of the Patriot ledger and the Scituate Mariner to provide residents access to the indexing of the local papers as well as the content. Include the \$1,200 subscription fee in the FY 13 budget.

MAJOR BUDGET COMPONENTS

Staffing: \$721,109

Plans for FY 2013 include filling the vacant A-6 position and re-opening the library for the 8 hours per week that were reduced in FY 2011 and FY 2012. The salary for this position was included in the FY 2012 budget, but there were no benefits attached. We attempted to use part time employees (usually under 20 hours) to make up for the loss of this position. An accounting of the estimated benefits is included. This budget, as configured, qualifies the library for certification by the MBLC. Removal of any major budget components, however, will interfere with the certification process.

Direct service to the public:

- Circulation of materials including check-in/check-out
- Management of holds (70,000 items coming in for Scituate users/going out to other libraries)
- Reference, Mediated Inter-library Loan and Readers' Advisory Assistance for adults, teens and children
- Instruction in the use of the Internet PCs, electronic databases, downloadable audio books and e-books
- Community outreach
- School visits to the library and staff visits to schools
- Replies to phone and email inquiries
- Shelving of returned materials
- Public PC management and troubleshooting
- Programming conducted by staff
- Selective displays including signs and book-lists
- Management of Community bulletin boards, pamphlet displays, library display case
- Museum pass booking, meeting room scheduling
- Supervision of library users to insure equitable and safe use of resources

Support services:

- Collection management and preparation including: Materials selection, ordering, receiving, payment, cataloging, processing, inputting each item into the OCLN database, weeding
- Magazine management, including ordering and inputting each issue in the OCLN database, and claiming missing issues, de-accessioning
- On-site management of PCs including troubleshooting PCs and peripherals, managing software updates on 30 PCs, interfacing with the town IT Department to purchase, install, repair equipment, interface with OCLN to troubleshoot IBistro and Workflows problems
- Program planning
- Website management including calendar, announcements, instructions and access to over 30 reference databases with 24/7 off-site availability, the portal for downloadable audio books and e-books, also available to library users 24/7.
- Staff Training
- Overdue notification by email, calls, letters
- Holds notification calls

Administrative Services:

- Monthly Board of Trustee meetings, including preparation
- Weekly Payroll and recording of staff time
- Deposits of fines, gifts, payments for lost books, etc.
- Staff Scheduling and time management
- Bookkeeping
- Records Management for Trustees' Meetings and the annual State Aid and ARIS
- Reports for the MBLC (required for certification)
- Old Colony Library Network required meetings for Director and Staff
- Planning and Budgeting
- Meetings, correspondence, and fundraising activities with Friends of the Library and the Scituate Library Foundation
- Communication with individuals and groups from the community
- Interaction with the Massachusetts Board of Library Commissioners
- Grant writing and management

Materials, OCLN Membership, Supplies etc. \$198,718

- Membership in the Old Colony Library Network
- Special Agency Supplies (books, audio books, DVDs, CDs, etc.) This account has expanded to include purchase of e-books.

• Magazine, Serials, and Database Subscriptions – Database subscriptions now account for about \$4,000 of this line

- Supplies for preparing books, magazines, DVDs, for circulation
- Routine replacement of six PCs per year (20%) of 30.
- Office supplies
- Paper, toner for public and staff PCs
- Memberships in professional organizations for librarians
- Mileage to attend OCLN meetings, regional trainings, meetings of local, regional, state professional organizations.
- Postage has been reduced due to expanded use of email notifications

Building Management: \$49,810

- Maintenance Contracts (elevator, pest control, alarms, etc.)
- Emergency repairs
- Cleaning and restroom supplies
- Carpet cleaning
- Utilities – Electricity, Gas, Sewer and Water

FY 13 RISKS AND CHALLENGES

Maintaining a high level of service, with decreased hours and funding coupled with increased demand. State Aid to Public Libraries has sustained a 30% decrease since 2010. The total reduction will amount to \$28,000 by 2013. The Friends of the Library have raised fewer dollars, so donations to the library have been reduced accordingly. Compared to FY 2008, annual circulation of materials has increased by 33% (to 314,254) and annual library visits have increased 43% (to 155,544). Since the 2007 override, the municipal materials budget for the library has remained unchanged at \$120,000 even though demand for books, magazines, audio books, DVD's and CDs has grown and new technologies such as downloadable audio books and ebooks have emerged and created additional demands. In that same time period, the library created a new teen section necessitating reallocation of funds to purchase more "YA" books.

Staffing: The library staff has remained quite stable for the past two decades. This year, the teen librarian left for a better position in another library and the children's librarian has just retired after 24 years of service to the town. A new teen librarian was hired and started two months after the position was vacated. I am in the process of hiring a new children's librarian now, and anticipate a 2.5 month vacancy. Health issues kept one full-time librarian out for several weeks during our busiest months. I predict more frequent staff turnover in the upcoming 5 years. In this budget I am asking for the unfilled, full-time library technician position to be filled. The primary new cost will be for the benefits associated with this position. This position will be cross-trained and able to provide the predictable level of consistency needed to provide stability during times of staffing upheaval.

Technology: Keeping up with the rapid changes in technology is challenging on many levels. Recent budgets have provided for annual replacement of 3 PCs. Six of the 20 staff PCs have been upgraded to Windows 7/Office 2010. This budget includes replacement of 6 PCs. Eight staff and 10 public PCs will need to be replaced and upgraded over the next 3 years. Databases are now a major component of our services. Most are provided by the state, but due to budget reductions and regional restructuring, about \$4,000 in database subscriptions are included in this budget. Additionally, more users are turning to the library for e-books and downloadable audio books that are available 24/7 from our website (through OCLN). I have included an additional \$10,000 in the book budget to help purchase additional titles to meet the growing demands. Demand is already double that of last year and expected to soar after the holidays when more users will have acquired e-readers. Staff requires consistent training to assist patrons in these new services.

Building limitations: The library collection is constantly being weeded, evaluated and relocated due to space limitations. This process has been utilized to create a space dedicated for teen library users as well as to accommodate the expanding collections of DVDs, audio books, large print books, etc. The April 2010 survey indicated that library users wanted more general seating and a quieter environment. Teens, adult students, tutors and WiFi users often compete for seating. Because it is so difficult to transition groups of young children from the children's room to the meeting room, most toddler programs are held in the Children's Room, therefore adding to the noise level on the main floor.

By closing the library 8 hours per week in FY 11 and 12, library use was concentrated into fewer hours with the two most quiet hours (the first and last hours of the day on Monday – Thursday) being eliminated. In this budget, I am requesting that the vacant position be filled and those lost hours be reinstated.

The Roof: A new roof has been in the Capital Plan since 2007. The building renovation/expansion program also includes the cost of the new roof, so the grant would cover approximately 50%. Unfortunately, the roof is disintegrating at a more rapid pace and may not last until the provisional grant is awarded.

The Parking Lot: Because the library is so busy, the parking lot is filled to capacity about 3 times per week. There are currently 52 regular spaces and 6 handicapped spaces. When the parking lot is full, patrons are asked to park at the Central Park Ball Field lot rather than park in the "No Parking" areas in the library lot. Friday mornings, when the popular "MamaSteph" performs, the parking situation is a nightmare. Approximately 50 caregivers accompanied by 125 toddlers and babies, need to find parking. They find it very difficult to make the trek to and from the ball field, so they regularly park in Central Park Housing (which is forbidden). A library staff member must direct traffic during these busy times in order to prevent cars from parking inappropriately and blocking access to emergency vehicles. In addition to the lack of space, the lot has deteriorated and is in need of re-striping. Lighting and convenient walking paths are also needed.

DEPARTMENTAL ACCOMPLISHMENTS

- The library submitted a Public Library Construction Grant in January 2011 for a renovation/expansion project expected to cost a total of \$12 million with \$5 million funded by the grant. The library is 7th on the waiting list for the provisional grant which is expected to be awarded by 2015 when the town will be given 6 months to provide the remaining funding.
- The Scituate Library Foundation, the Library Trustees and the Friends of the Scituate Library pledged \$275,000 towards the renovation/expansion project. The Foundation pledged \$200,000 and the Friends \$10,000, with the Trustees making up the remainder with trust funds, state aid and gift money. I was told that the support from these three library related organizations were instrumental in placing the library grant so high up on the waiting list.
- Fiscal year 2011 was a busy year. Library hours were reduced by 8 hours per week due to budgetary constraints. Even though hours were reduced by 13%, circulation of materials, including those sent to other libraries to fill holds, increased by more than 2% over FY 2010, to a total of 314,254. A new "people counter" at the main door recorded 155,544 library visits, an 11% increase over FY 2010 when the visits were estimated. Although the library is still very busy, circulation has declined slightly in FY 2012, probably at least partially due to the reduction in hours.
- The Local History Room has been reorganized and a new use policy has been developed. The room is now locked and a library card or ID is required prior to admittance.
- In March, the library hosted the 3rd Annual Volunteer Fair and consequently has increased the use of library volunteers for programming, shelving, assisting with class visits, book ordering procedures, space reorganization, etc. Teen volunteers, under the supervision of the Teen Librarian, ran the weekly "PJ Story Time" on Tuesday evenings and the popular Wednesday afternoon "Homework Club" for fourth through sixth graders. A group of teens developed the monthly "Latin Club" for fourth through sixth graders and it is now in its second year. Over the summer, teen volunteers assisted the staff during movie programs, the early childhood science programs, and the Lego Club.
- Along with the 27 other members of the Old Colony Network, Scituate participated in a shared purchase of e-books that are downloadable via the library website, www.scituate-townlibrary.org. Interest in e-books is growing rapidly and we expect demand to increase again after the holidays when many library users will receive Kindles and other e-readers as gifts.
- Assistance was provided to job seekers through a monthly job networking program. The library utilized volunteers like Scituate resident, Dick Cook, and non-profit organizations to provide the free programs.
- Stellwagen National Marine Sanctuary, the South Shore Astronomical Society, the Scituate Arts Association, Cohasset Yoga, the Plymouth Career Center, One Life at a Time, Front Street Book Shop, Buttonwood Books and Toys, all partnered with the library to provide programs at no cost to the library or to the participants.
- The Scituate Arts Association provided ten art shows in the new book room gallery.

The Trustees collaborated with S.H.O.R.E to run the 3rd Polar Express Fundraiser. The Trustees used the proceeds from the 3 Polar Express rides to help fund their \$65,000 pledge to the building grant.

- The Friends of the Library assisted by volunteer, Ken Baker, and library custodian, Kevin Lydon, totally reorganized the book sale process to create additional meeting space in the lower level of the library. The book sale organization process has been moved behind the book shelves. Books for the sales are stored in the large unfinished room in the lower level.

DESCRIPTION OF REVENUE	FY/10	FY/11	FY/12 YTD	FY/13 Projected	Comments
State Aid	\$14,916	\$15,783	\$7,605	(\$15,000)	Books, DVDs, Building Project
Friends/Library	\$19,246	\$26,553	\$5,973	(\$20,000)	Books, Programs, Museum pass
Gifts	\$ 4,276	\$ 6,903	\$ 465		Memorial donations for books
Trust Funds	\$ 395	\$ 143	??????	\$ 150	Interest
	\$16,941	\$16,145	??????	????????	Building Project Fundraising
Lost Books		\$ 3,620	\$ 1,194	\$ 2,000	Replace lost books

July 2014
for Library

Town of Scituate

Budget 610 Library

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date:

12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.610.0510.5110.0000.0000	REGULAR SALARIES	\$450,114.28	\$491,732.00	\$204,436.76	\$497,853.00	\$497,853.00		
001.610.0510.5130.0000.0000	LONGEVITY	\$9,500.00	\$10,350.00	\$7,321.92	\$10,800.00	\$10,800.00		
001.610.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$1,500.00	\$0.00	\$3,000.00	\$3,000.00		
001.610.0510.5180.0000.0000	PART-TIME SALARIES	\$183,092.86	\$193,928.00	\$81,798.97	\$202,879.00	\$197,806.00		
001.610.0510.5191.0000.0000	OTHER SALARIES	\$4,929.12	\$6,427.00	\$1,989.34	\$6,577.00	\$6,577.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$647,636.26	\$703,937.00	\$295,546.99	\$721,109.00	\$716,036.00	new childrens	
001.610.0520.5211.0000.0000	ELECTRICITY	\$20,050.46	\$22,000.00	\$13,186.46	\$23,100.00	\$22,000.00		
001.610.0520.5213.0000.0000	NATURAL GAS	\$5,237.12	\$5,300.00	\$173.43	\$5,750.00	\$5,400.00		
001.610.0520.5231.0000.0000	WATER/SEWER	\$383.02	\$3,210.00	\$96.26	\$0.00	\$0.00		
001.610.0520.5241.0000.0000	OFFICE MACHINE MAINT	\$4,689.85	\$9,500.00	\$520.39	\$900.00	\$900.00		
001.610.0520.5242.0000.0000	REPAIR/MAINT PROPEQUI	\$14,732.37	\$14,000.00	\$7,393.95	\$14,750.00	\$14,750.00		
001.610.0520.5308.0000.0000	TRAINING	\$127.00	\$200.00	\$0.00	\$200.00	\$200.00		
001.610.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$0.00	\$0.00	\$0.00	\$500.00	\$250.00		
001.610.0520.5343.0000.0000	BINDING & PRINTING	\$250.00	\$800.00	\$174.63	\$600.00	\$600.00		
001.610.0520.5344.0000.0000	POSTAGE	\$217.70	\$500.00	\$0.00	\$250.00	\$250.00		
001.610.0520.5382.0000.0000	CUSTODIAL SERVICES	\$1,392.00	\$1,500.00	\$0.00	\$1,500.00	\$1,500.00		
001.610.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$530.22	\$900.00	\$402.56	\$600.00	\$600.00		
001.610.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$904.75	\$0.00	\$0.00	\$950.00	\$925.00		
001.610.0520.5732.0000.0000	OCNL DUES	\$31,087.00	\$32,668.00	\$32,668.00	\$34,968.00	\$34,968.00		
001.610.0520.5733.0000.0000	OTHER SUBSCRIPTIONS	\$11,277.45	\$8,000.00	\$2,338.10	\$13,900.00	\$8,000.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$90,878.94	\$98,578.00	\$56,953.78	\$97,968.00	\$90,343.00		
001.610.0540.5420.0000.0000	OFFICE SUPPLIES	\$310.02	\$550.00	\$83.67	\$400.00	\$400.00		

+2,761

Town of Scituate

Budget 610 Library

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.610.0540.5423.0000.0000	SPECIAL AGENCY SUPPLIE	\$122,464.29	\$120,000.00	\$56,836.60	\$130,000.00	\$120,000.00		
001.610.0540.5425.0000.0000	PRINTING & FORMS	\$5,726.58	\$8,100.00	\$1,864.74	\$5,750.00	\$5,750.00		
001.610.0540.5451.0000.0000	CLEANING SUPPLIES	\$2,187.09	\$1,500.00	\$1,271.58	\$1,500.00	\$1,500.00		
001.610.0540.5580.0000.0000	OTHER SUPPLIES	\$3,125.96	\$5,000.00	\$1,836.80	\$5,000.00	\$4,500.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$133,813.94	\$135,150.00	\$61,893.39	\$142,650.00	\$132,150.00		
001.610.0580.5851.0000.0000	EQUIPMENT	\$2,510.82	\$3,000.00	\$2,510.82	\$8,500.00	\$5,000.00		
001.610.0580.5852.0000.0000	FURNISHINGS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$2,510.82	\$3,000.00	\$2,510.82	\$8,500.00	\$5,000.00		
Grand Total:		\$874,839.96	\$940,665.00	\$416,904.98	\$970,227.00	\$943,529.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: RECREATION

MISSION STATEMENT:

The Mission of the Scituate Recreation Department is to provide exceptional and creative programs, services and facilities (such as beaches, ball fields and playgrounds) that foster community spirit and involvement while enhancing the quality of life for all people in Scituate.

FY 2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

GOAL 1: *Develop a more comprehensive offering for teen students with special needs.*

- A. Collaborate with the C.O.R.S.E. Foundation and the Scituate Public Schools' High School Vocation Life Skills class to identify what recreation needs of the High School students are not being met.
1. Planning meetings with CORSE President, HS Life Skills Director and HS School Sped Teacher(s) and Psychologist
 2. Focus group with parents
 3. Assess integration with existing PEP Grant programs
 4. Determine and design programs, staffing and budgets with CORSE
 5. Market and operationalize programs
- Evaluate programs for quality enhancements
- B. Develop a counselor-in-training work program for teen students with special needs. The potential candidates would be a wonderful role models for our integrated summer youth programs.
1. Planning meetings with Recreation summer directors, CORSE President, HS School Teacher(s) and Psychologist to create appropriate design within existing Recreation summer model.
 2. Focus group with parents.
 3. Determine and design training goals, program structure, staffing and budgets with CORSE.
 4. Market and operationalize program
 5. Evaluate program for quality enhancements

GOAL 2: *Increase the Department's visibility throughout the Town in order to bring awareness of the many opportunities the Department offers as well as encourage active recreation to enhance health & fitness in the Town of Scituate.*

- A. Explore the potential to partner with other Town Departments when they are running an event; to work together and create an opportunity for more exposure for all Departments involved.
- B. Collaborate with Scituate Public Schools portion of the Carol White PEP grant that involves free recreation programming throughout the district with new program ideas each season to inspire healthy choices for our pre-teens and teens.
- C. Investigate the social media opportunities (i.e.: facebook)
- D. Enhance utilization of the Town's community cable network.
- E. Review current programming offered and the utilization of those programs to ensure we are optimally using our resources to best meet the needs of our residents.

only pay for all associated costs with each program but also support the department (i.e.: office supplies, office machinery, seasonal salaries, etc...)

Another important function of the Recreation Department is the lifeguard services. We are responsible for training, staffing (30 plus guards) and equipping the Town's five beaches (Minot, Egypt, Sandhills, Peggotty and Humarock). Beaches in Scituate are staffed from the end of June through Labor Day. All costs associated with the beaches are paid for through the Beach Sticker Revolving Account.

An additional significant role the Recreation Department is the permitting of the Town's 17 athletic fields, bandstand, in-line skating rink, tennis courts as well as basketball courts. Each permit requires an application, along with a certificate of insurance naming the Town of Scituate as an additional insured and if applicable a confirmation from the State that the organization is CORI certified. We issued 200 permits last year.

FY 13 RISKS AND CHALLENGES

The Recreation Department is challenged by the absence of full time support staff to assist in the management of the department. The Department recognizes that we are in fiscally challenging times; however, a department of this size needs an assistant director.

We are responsible for over 149 seasonal employees, 40 independent contractors, over 200 volunteers, 330 programs, 32,000 hours of programming, programmed on average 137 hours of programs per week; the management of the Town's five beaches as well as working on the development of new athletic fields and other Town projects.

The Recreation Department must comply with ever changing unfunded mandates, laws & regulations passed down from the State of Massachusetts and auditors. We are required by M.G.L., Town Counsel, and the Town Auditors to comply with the following to ensure all participants & residents of Scituate can participate in a safe environment:

- Every participant / every time he/she registers for a program must fill out a registration form that includes emergency information, medical conditions, insurance information and sign a lengthy indemnification waiver. We are responsible for tracking and ensuring the accuracy of each of these forms.
- The department revolved over \$400,731.90 last year (see back attached back sheet). We are responsible for maintaining accurate & meticulous records for each dollar with a turn over sheet.
- We processed over 350 purchase orders last year as well as kept correct records of all invoices.
- Manually kept precise and complete time sheets for each employee.
- Must keep scrupulous records on all employees & independent contractors. These records include updated CORI, CPR certifications, SORI, w9, I9 and job specific certifications. This must be done for each of them annually.
- We oversee approximately 200 volunteers each year. We are responsible for CORI checking each one as well as maintaining hourly records on each of them.

Each year we also face the task of permitting the fields, tennis courts, basketball courts and bandstand. There is a continued need for field space in this Town. As stated before the Town and youth sports have grown exponentially over the past ten years. We continue to explore new athletic field space within our Town.

opportunity they would have otherwise been sidelined as observers and perhaps never have been able to have experience and enjoyed Scituate's finest recreation resource...the ocean/harbor!

Another new program that we were proud to partner on was the "Teen All Stars Extreme". It was a pilot summer program that was **very well received**. Participants enjoyed a variety of activities that were geared towards building teen-based social interactions. Summer Extreme ran for one week for teens ages 13+. All activities were enjoyed by participants provided facilitative assistance for teens identified with learning disabilities or special needs. The program was a combination of summer field trip experiences and on-site group activities.

Our Department and the C.O.R.S.E. Foundation were presented the *Massachusetts Recreation & Park Association Annual State Award for Excellence in the Field of Program Outreach* in March 2011 for our work together!

The Friends of Scituate Recreation and the Recreation Commission awarded their first annual "Scituate Recreation Community Spirit Award" to Mr. Constantine Constantinides for his years of dedication and volunteering to youth of our community.

We are fortunate to have the staff we do and the support that surrounds our department. We are committed to continue to meet the recreational needs of the residents of Scituate. We will continue to meet these needs in a safest and most affordable way.

580 Capital Outlay

5851	Equipment	\$ 20,000.00	Seaweed Removal
	AED's	8,268.00	5 Automated External Defibrillators,
			Waterproof cases and service agreement
	Handheld Radios	2,000.00	Handheld radios for lifeguards
	Storage Units	3,000.00	5 temporary storage units for lifeguard
			Equipment (rental & delivery for 2
			months)
		\$ 5,000.00	Footbath/shower installation at beach
		\$ 5,000.00	Parking Lot Improvements
Capital Outlay Total:		\$ 43,268.00	
TOTAL:		\$229,152.50	

FY11 Revenue: \$244,858.81

**REVOLVING ACCOUNT BUDGET
FY2011**

Total Income	Credits/Refunds	Total Revenue	Minus Expenses (related to Programs)	Net Revenue from programs
\$400,731.90	\$ 32,696.10	\$368,035.80	\$321,334.45	\$ 46,701.35

Expenses supported by the Recreation Revolving Account un-related to a program:

OFFICE SUPPLIES

Copier Supplies and Maintenance (includes monthly lease, toner and maintenance above and beyond budgeted amount)	\$ 1,571.36
MRPA Conference Jen and Maura	420.00
Mileage for Conference	42.40
MRPA Conference Hotel expense	125.58
MRPA Membership (Jennifer)	75.00
new safe for office	245.00
Locksmith for filing cabinet	102.00
Custodial services	160.00
Paper Supplies (Letterhead and Envelopes)	57.30
Brochure Printing and Distribution	10,087.28
Office Supplies (Pens, paper clips, printer cart, colored paper, tape, files, mouse, batteries, posters, etc.)	2,049.53
Poland Springs	300.00
Total Office Supplies:	\$15,235.45

COMPUTER SUPPORT

Wireless Router	\$ 69.99
-----------------	----------

OFFICE STAFF PAYROLL

Office payroll (not associated with a program)	\$19,403.14
--	-------------

**Beach Sticker Revolving Account
Fiscal Year 2012 Budget**

510:	<u>Personal Services</u>		
	5190: Seasonal Salaries	\$129,920.00 \$2,000.00	<ul style="list-style-type: none"> ➤ Lifeguard salaries (see attached) ➤ Staff for issuing stickers
	Personal Services Total:	\$131,920.00	
520:	<u>Purchase of Services</u>		
	5311: Support Services	\$2500.00	➤ Pre-Season training for lifeguards & Maintenance of Lifeguard Equipment
		\$7,500.00	➤ Parking Enforcement
		\$20,000.00	➤ Seaweed Removal
		\$1,800.00	➤ Portable Toilets
		\$8,800.00	➤ Trash Removal
	5711: Mileage Reimbursement	\$800.00	➤ Mileage (daily rounds at beaches)
	Purchase of Services Total:	\$41,400.00	
540	<u>Materials and Supplies</u>		
	5344: Postage/Printing	\$1800.00	➤ Postage & Printing
	5423: Special Agency Supplies	\$2830.67	➤ Misc. Lifeguard equipment (detailed spreadsheet attached)
	5581: Clothing	\$3213.75	➤ Lifeguard Apparel (jackets, shirts, swim suit, whistle, land-yard, fanny packs and cpr mask)
	Materials and Supplies Total	\$7844.42	
580	<u>Capital Outlay</u>		
	5851: Equipment	\$5146.00	➤ Three portable lifeguard chairs and set of wheels to move (see attached)
		\$14,000.00	➤ Hand held radios for lifeguards to improve communication from beaches to responding agencies (i.e.: Harbormaster)
		\$15,000.00	➤ Parking Lot Improvements
	Capital Outlay Total	\$34,146.00	
	TOTAL	\$215,310.42	

Budget 630 Recreation

From Date:	12/1/2011	To Date:	12/31/2011	Definition:	FY13 Completed Budget
------------	-----------	----------	------------	-------------	-----------------------

Printed:	12/23/2011	9:40:49 AM	Report:	-	2.8.19	Page:	1
----------	------------	------------	---------	---	--------	-------	---

Town of Scituate

Budget 630 Recreation

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date:

12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
Grand Total:		\$133,284.87	\$123,834.00	\$53,115.47	\$125,360.00	\$124,965.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: BEAUTIFICATION

MISSION STATEMENT

To enhance the beauty of Scituate through planting and maintaining selected public spaces using community resources.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

1. Sustain Scituate's thirteen railroad-crossing islands with their singularly attractive plantings.
 - Obtain additional funding to replace MBTA Streetscapes Funds.
 - Seek quotes for the labor to maintain these islands to assure a reasonable price.
 - Keep costs down by finding alternative perennials for ones that need frequent replanting.
 - Use the Town's Summer Interns to water plantings.
2. Realize our mission by continuing to:
 - provide annuals and perennials for our Window Box and Adopt-a-Lot Programs.
 - provide support to our Merchant participants and volunteer Caretakers.
 - maintain several traffic islands that are unsafe for volunteers by using a professional landscape firm.
3. Further our mission by increasing Merchant participation in the Harbor and North Scituate Window Box Programs.
 - Solicit feedback from Merchants who don't participate in our Program to understand their issues and address those issues, if possible.
 - Provide information about selection and care of plants for boxes and containers.
 - Conduct popular vote during summer to stimulate friendly competition.
 - Give timely recognition of Merchants' efforts.
4. Continue to encourage Caretakers to improve the organic balance of the soil, thereby reducing the water needs of Adopt-a-Lots and traffic islands.
 - Continue process of testing soil in appropriate AaL's and islands to identify current conditions.
 - Determine changes necessary for each location to establish organic balance and formulate a process to accomplish this.
 - Inform Caretakers about organic benefits and conversion process.
 - Provide necessary materials and support on an on-going basis.
5. On Ship Shape Day maintain amount of sorted recyclables at >60% of bags collected.
 - Continue cooperation with Sustainable Scituate to publicize our focus on sorting to recycle and to educate volunteers about proper sorting on SSD.
 - Work with DPW Transfer Station employees to verify that recyclables have been correctly sorted and counted.
6. Continue recruitment efforts to establish pool of volunteers to be Adopt-a-Lot Caretakers, to occasionally assist Caretakers, and to serve on the Commission.
 - Distribute SBC Brochure at appropriate venues.
 - Publicize SBC accomplishments and opportunities on web page and in newspapers.
 - Generate interest through videos, which highlight Caretakers and their islands, and show the videos on SCTV.

MAJOR BUDGET COMPONENTS

We are requesting an increase of \$5500 (37%) in the FY 12-13 Budget to cover the costs incurred as a result of taking over planting and maintenance of 13 Railroad Crossing Islands. These costs have previously been paid out of the Streetscapes Account, which was established with MBTA mitigation funds. Over the past five years these funds have been exhausted and continued maintenance of these islands will require Town funding.

53% - Plants, both annuals and perennials, and related landscape supplies such as potting soil and soil amendments for Window Box Programs in Harbor and North Scituate commercial areas, Adopt-a-Lot Program for which volunteers provide labor, plus 6 other traffic islands and 13 Railroad Crossing islands which are maintained by a professional landscaper.

44% - Labor costs for professional landscaper to maintain 6 highly visible "gateway" islands, which traffic volume has rendered unsafe for volunteers, thirteen Railroad Crossing islands, also unsafe for volunteers, and to assist volunteer Caretakers with heavy work like plant dividing.

FY 13 RISKS AND CHALLENGES

Although our Budget request shows a \$5500 increase for taking over the Railroad Crossing islands, we estimate the additional cost of maintaining these islands to be about \$8000. Also, we anticipate 2 requests for admittance to the Adopt-a-Lot Program, and we will continue to need soil amendments to achieve our goal of increasing the organic composition of the beds. These new objectives, combined with expected cost increases for materials and labor, will be challenging to accommodate without sacrificing appearances in our current gardens.

Significant increases in costs for landscape supplies will reduce the materials and plants available to accomplish our mission.

Labor costs are highly variable, depending on weather conditions through the summer and the number of volunteers who participate as Caretakers. Ideal growing conditions and/or loss of volunteers could result in much higher labor

It is a constant challenge to attract volunteers to be Caretakers, Caretaker helpers and to serve on the Commission.

DEPARTMENTAL ACCOMPLISHMENTS

Maintained 28 Adopt-a-Lots and 6 traffic islands around Town in beautiful, colorful condition.

Acquired 2 new Adopt-a-Lot Caretakers and accepted the Maritime Center entrance garden into the AaL Program.

Expanded our Merchant Flower Box Program to North Scituate, adding 19 merchants to our list of participants with beautiful results in both of these commercial areas. Selected first and second place winners in two categories from among all merchants by a popular vote and publicly recognized the winners.

Published a Beautification brochure to aid in public awareness of our accomplishments and ultimately bring us new volunteers. Obtained the initial printing at no cost.

Completed a handsome renovation of Adopt-a-Lot #23, Town Pier, with the addition of field stone edging and three granite, seating rocks.

Organized an event with experts to explain the benefits of organic soil and how to achieve it for Caretakers, as well as demonstrations of flower box/pot combinations and growing advice for Merchant participants.

Had very successful Ship Shape Day, distributing nearly 1000 green bags. With the help of Sustainable Scituate explaining the sorting to recycle process, at least 60% the bags collected by DPW employees the following Monday had red ribbons, which indicated they contained recyclable materials only.

Planted three magnolias and a Linden tree between Town Hall and the Police Station to provide screening of the cell tower and add shade and dimension to the space.

Town of Scituate

Budget 650 Beautification Commission

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.650.0520.5242.0000.0000	REPAIR/MAINT PROPIEQ	\$4,578.00	\$5,350.00	\$1,806.00	\$9,000.00	\$9,000.00		
001.650.0520.5309.0000.0000	TECHNICAL SERVICES	\$425.00	\$995.00	\$0.00	\$0.00	\$0.00		
001.650.0520.5344.0000.0000	POSTAGE	\$12.58	\$50.00	\$0.00	\$35.00	\$35.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$5,015.58	\$6,395.00	\$1,806.00	\$9,035.00	\$9,035.00		
001.650.0540.5420.0000.0000	OFFICE SUPPLIES	\$157.99	\$125.00	\$79.82	\$165.00	\$165.00		
001.650.0540.5425.0000.0000	PRINTING & FORMS	\$520.32	\$300.00	\$0.00	\$400.00	\$400.00		
001.650.0540.5462.0000.0000	LANDSCAPING SUPPLIES	\$8,667.25	\$8,180.00	\$69.00	\$10,900.00	\$9,890.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$9,345.56	\$8,605.00	\$148.82	\$11,465.00	\$10,455.00		
Grand Total:		\$14,361.14	\$15,000.00	\$1,954.82	\$20,500.00	\$19,490.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: HISTORICAL BUILDINGS #691

MISSION STATEMENT

A municipality is judged in good part by how well its historical properties are maintained. Scituate has eight town-owned historical structures: Cudworth House (1797), Scituate Lighthouse (1811), Mann Farmhouse (1825), Massachusetts Humane Boathouse (1896), Irish Moss Shed (1899), Lawson Tower (1902), Lawson Gates (1902). And the Bates House circa 1665 acquired with CPC funds in May of 2011.

Our mission is to maintain these important structures for future generations and to provide educational opportunities at these properties so the public has a good understanding of the role these buildings played in the development and history of the town.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

The Scituate Historical Society oversees the operation and maintenance needs of the eight town-owned historical properties.

At the request of the Scituate Historical Society, the 1968 Annual Town Meeting gave custody and administration of Scituate Lighthouse to the Society. The Town also gave custody and administration of the Lawson Gates to the Society at the 1972 Town Meeting. The Scituate Historical Society has not requested similar town meeting action for the other town-owned historical sites. However, the Society has taken on the same oversight role at the other town-owned sites at no cost to the town.

Our goal continues to ensure that all town-owned sites are well maintained and can be enjoyed by the public. Because all of these properties are at least one hundred years old, they require constant attention.

MAJOR BUDGET COMPONENTS

In FY 2012 the entire budget was for Purchase of Services (POS). For FY 2013 we are also requesting \$5,500 for repairs. POS expenditures are telephone/alarm systems at Lawson Tower, Cudworth House, and Mann House; electricity at these same sites; and natural gas at the Cudworth House and Mann House. We are at a point now where numerous repairs are needed especially at the Cudworth House, Humane Boathouse and the Irish Moss Storage Shed.

We attempt to anticipate one to five years in advance what repairs will be required at all sites, but invariably unexpected repairs will always manifest themselves. The Lighthouse Rental Account and the Mann House Rental Account are used to fund the majority of repairs at those two buildings. There is no tenant at the Cudworth House so all repairs must come from the town. The same is true for Lawson Tower, the Massachusetts Humane Boathouse, and the Irish Moss Shed.

FY 13 RISKS AND CHALLENGES

If there is not adequate funding to maintain the town's historic properties, small problems will escalate to major problems. Two examples:

1. A few years ago there was no money set aside to maintain the clock mechanism at Lawson Tower. The required maintenance was deferred and that resulted in a near total rebuilding of the clock mechanism-a very costly repair.

2. The town has spent a large sum of money in recent years refurbishing the bells at Lawson Tower. The bells need to be inspected on a regular basis due to the salt air environment. The company that does the inspection strongly recommends that inspections be done twice a year. This budget request is for one inspection in FY 2013. We probably can get away with this for one more year, but not in future years.

Scituate Lighthouse: The Lighthouse Rental Account should be able to handle ordinary repairs required there. The balance in the rental account as of November 29, 2011 is \$26,127.85.

Mann House: The balance in the Mann House Rental Account as of November 29, 2011 is \$15,155.89. There are adequate funds in the Mann House Rental account to handle repairs there.

Cudworth House: Several repairs are anticipated at the Cudworth House in FY 2013. Repairs needed include repairs to two windows, installation of several interior storm windows, repair of powder post beetle damage, and repainting of exterior trim. The exact cost is not known, but probably less than \$5,000.

It should be noted that the total budget for FY 2010 was \$68,000.00 - \$6,000.00 from the regular budget and \$62,000.00 from the Historic Trust Account. In fiscal year 2012 the total appropriation was \$6,500 which only covered utilities and alarm systems.

Over the past decade the town has done a good job funding major repairs. For a typical year the expenditure was far greater than the request for FY 2013.

DEPARTMENTAL ACCOMPLISHMENTS

The main focus of work this year was the rebuilding of the Storage Room and restoration of the Utility Room at Scituate Lighthouse. This work was funded with Community Preservation funds in the amount of \$75,000 and \$10,000 from the Scituate Historical Society. Since the work exceeded \$25,000, the work was put out to public bid and advertised in a local newspaper and the Central Register. Four bids were received. Vareika Construction, Inc. was the low bid and that company was awarded the work. Reconstruction of the Storage Room began in early July, 2011 and the restoration of the Utility Room began in August 2011. The work was phased to reduce the impact to summer visitors at the lighthouse. All work was completed in October 2011.

This was a badly needed restoration. As the Scituate Historical Society suspected, there were serious wiring deficiencies in the Utility Room, the sills were rotted, the roof was leaking, and the floor system was unsafe. The heating system was close to failure and was replaced with a state of the art new heating system.

The restoration of the Utility Room not only now provides usable space for the keeper's family; it also will be used as another exhibit space for visitors coming to the lighthouse.

The Town purchased the Bates House in the spring of 2011 with CPC funds. A special open house was held at the Bates House in June, 2011 to allow the public to see the house for the first time. The Scituate Historical Society set aside \$25,000 for maintenance of the house. The town will not have to expend any funds for maintenance on the house for many years.

DESCRIPTION OF REVENUE	YTD				Comments
	FY/10	FY/11	FY/12	FY/13	
	\$5,999.31	\$4,333.49	\$6,700.00	\$12,200.00	

Town of Scituate

Budget 691 Historical Buildings

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.691.0520.5211.0000.0000	ELECTRICITY	\$1,014.23	\$1,500.00	\$576.95	\$1,500.00	\$1,500.00		
001.691.0520.5213.0000.0000	NATURAL GAS	\$373.65	\$1,500.00	\$88.61	\$1,500.00	\$1,500.00		
001.691.0520.5231.0000.0000	WATER/SEWER	\$377.55	\$1,200.00	\$0.00	\$0.00	\$0.00		
001.691.0520.5242.0000.0000	REPAIR/MAINT PROPEQ	\$1,431.00	\$0.00	\$915.50	\$5,500.00	\$5,500.00		
001.691.0520.5341.0000.0000	TELEPHONE	\$1,137.06	\$2,500.00	\$1,555.37	\$2,500.00	\$1,850.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$4,333.49	\$6,700.00	\$3,136.43	\$11,000.00	\$10,350.00		
Grand Total:		\$4,333.49	\$6,700.00	\$3,136.43	\$11,000.00	\$10,350.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: 720 Debt Budget

MISSION STATEMENT: The Treasurer/Collector is responsible for coordinating all Town borrowing for both the General Fund (tax-supported), and the five self-supporting Enterprise Funds (golf, sewer, transfer, water, and waterways). This includes the various short-term, and long-term debt plan options for existing, and proposed borrowings (e.g. bond anticipation notes (BAN's); general obligation bonds; MA Water Pollution Abatement Trust (MWPAT) interim short-term, and long-term bonds; and interfund advance borrowings). The Treasurer/Collector works closely with the Town's fiscal advisor, and bond counsel attorneys to implement all borrowing for departments in compliance with MA General Law, and relies upon the assistance of the Town Clerk, Board of Selectmen, Town Administrator, and the Town Accountant to fulfill the requirements of that role properly.

FY13 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS: For FY13, the total estimated debt-excluded, and tax-supported debt is \$2,010,526 while the total estimated revenue-supported enterprise fund (EF) debt is \$3,505,552 per the current plan. It's the goal of the Treasurer/Collector to collaborate with the fiscal advisor to obtain the best possible rates for the Town, and to provide timely funding as requested by the various Town Department cash-flow plans in the most efficient manner possible.

MAJOR BUDGET COMPONENTS: For FY13 existing, and projected borrowing, the total estimated tax-supported debt is \$1,089,540 while the voter approved debt excluded portion for principal, and interest is an additional \$920,986. The five individual EF debt budgets can be found within those departmental budgets submitted, but are as follows for existing, and projected debt: Water=\$591,573; Sewer=\$1,963,326 (which includes \$644 funded as a debt exclusion); Golf=\$379,125; Waterways=\$490,111; and Transfer=\$81,417.

FY13 RISKS AND CHALLENGES: The debt plan is a comprehensive summary of existing debt with the inclusion of expected funding for upcoming projects, equipment, studies, etc. It is a challenging task to foresee the proper timing of borrowing throughout the fiscal year based on multiple conversations with relevant department heads, and convey that to the fiscal advisor, and his staff. Projects are often based on permitting approvals, proper weather conditions, additional grant sources, best case scenario timelines, etc. that can cause delays, and/or urgent cash-flow needs. The Town has also moved proposed bond issues to the current fiscal year to minimize the impact on the tax-supported general fund budget. Relying on future low interest rates continuing is a risk if borrowing is delayed. Maintaining the Town's current bond rating from Standard & Poor's Rating Agency, continues to be a challenge given the economic environment. Achieving a rating upgrade is an even bigger challenge facing the Town, but the Town has definitely made great progress in achieving that future goal.

DEPARTMENTAL ACCOMPLISHMENTS: The Town has been able to borrow with very favorable rates on both short, and long-term debt during the most recent market conditions. In an effort to further save Town money, the process of using Interfund Advance Borrowings approved by the Board of Selectmen decreased interest costs. This is done by temporarily borrowing against the Stabilization Fund while notifying the Department of Revenue (DOR) of each instance. The "loan" is paid back at the time of the next formal short-term BAN (bond anticipation note) by June 30th of each year with notification to the DOR. The Town has also received significant dollars through the use of premiums required during the bond, or BAN sale process. This helps to alleviate the issuance costs of the borrowings so precious funds are used for projects, equipment, etc. Despite difficult economic times, the Town has been able to maintain its rating by Standard & Poor's Rating Agency, avoid a downgrade, and continue the prospect of a future upgrade based on overall efforts to control costs, and maintain the Town's reserve funds. The Treasurer/Collector labored with the Town Administrator, Town Accountant, and the Director of Assessing as the Financial Team hosted a successful site visit by Standard & Poor's staff for the bond issued in March of 2011.

Debt

Department 7
(General Fund)

Fiscal Year 2013 Budget 12/1/10

<u>Schedule</u>	<u>Account</u>	<u>Description</u>	<u>2012 Dept Request</u>	<u>2013 Dept Request</u>
	5910	Principal Long Term	\$1,413,858.00	\$1,413,856.00
		(includes Title V debt supported by assessments)		
	5915	Interest Long Term	\$553,559.00	\$570,455.00
	5925	Interest Short Term	\$27,490.00	\$21,215.00
	5930	Certification of Notes	\$5,000.00	\$5,000.00
	Debt TOTAL		\$1,999,907.00	\$2,010,526.00

Detail:

Actual Principal Debt	\$822,000.00
Actual Interest Debt	\$207,428.00
Actual Exempt Debt (P)	\$591,856.00
Actual Exempt Interest	\$316,613.00
Proposed Principal Debt	\$0.00
Proposed Interest Debt	\$37,013.00
Proposed Interest Debt Exempt	\$9,401.00
Proposed BAN Interest	\$18,099.00
Proposed Ban Interest Exempt	\$3,116.00
Certification of Notes/Bonds	\$5,000.00
TOTAL	\$2,010,526.00

Total Tax Supported (P)	\$1,089,540.00
Total Exempt Debt	\$920,986.00
TOTAL	\$2,010,526.00

Debt FY13 Budget

Enterprise Funds (Self-Supporting)

<u>Fund</u>	<u>Description</u>	<u>2012 Dept Request</u>	<u>2013 Dept Request</u>	
Water	Principal Long Term	\$133,000.00	\$388,000.00	
	Interest Long Term	\$37,756.00	\$182,237.00	
	Proposed Principal LT	\$187,000.00	\$0.00	
	Proposed Interest LT	\$125,415.00	\$11,850.00	
	Proposed Interest ST	\$31,027.00	\$9,171.00	
	Proposed Paydown	\$0.00	\$315.00	
	Proposed Capital Interest ST	\$0.00	\$0.00	
	TOTAL			\$591,573.00
Sewer	Principal Long Term	\$1,268,706.00	\$1,257,209.00	
	Interest Long Term	\$433,976.00	\$575,575.00	Has MWPAT Admin Fees
	Proposed Principal LT	\$111,740.00	\$14,446.00	
	Proposed Interest LT	\$71,649.00	\$97,200.00	Has MWPAT Admin Fees & Loan Orig Fee
	Proposed Interest LT Exempt		\$363.00	
	Proposed Interest ST	\$127,010.00	\$18,252.00	
	Proposed Interest ST Exempt		\$281.00	
	TOTAL			\$1,963,326.00
Golf	Principal Long Term	\$310,000.00	\$320,000.00	
	Interest Long Term	\$68,975.00	\$59,125.00	
	Proposed Principal LT	\$0.00	\$0.00	
	Proposed Interest LT	\$0.00	\$0.00	
	Proposed Interest ST	\$0.00	\$0.00	
	TOTAL			\$379,125.00
Waterways	Principal Long Term	\$275,000.00	\$335,000.00	
	Interest Long Term	\$131,148.00	\$153,116.00	
	Proposed Principal LT	\$73,000.00	\$0.00	
	Proposed Interest LT	\$40,635.00	\$1,125.00	
	Proposed Interest ST	\$3,878.00	\$870.00	
	TOTAL			\$490,111.00
Transfer	Principal Long Term	\$37,000.00	\$57,000.00	
	Interest Long Term	\$20,623.00	\$24,417.00	
	Proposed Principal LT	\$20,000.00	\$0.00	
	Proposed Interest LT	\$6,750.00	\$0.00	
	Proposed Interest ST	\$0.00	\$0.00	
	TOTAL			\$81,417.00
TOTAL Enterprise Fd		\$3,514,288.00	\$3,505,552.00	\$3,505,552.00

Note: Excludes sewer debt includes some debt exclusions

Town of Scituate

Budget 720 Debt

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.720.0590.5910.0000.0000	PRINCIPAL ON LONG-TERM	\$1,699,832.06	\$1,474,328.00	\$531,858.06	\$1,413,856.00	\$1,413,856.00		
001.720.0590.5915.0000.0000	INTEREST ON LONG-TERM	\$508,881.26	\$576,162.00	\$292,349.76	\$570,455.00	\$570,455.00		
001.720.0590.5925.0000.0000	INTEREST ON SHORT-TERM	\$26,036.31	\$0.00	\$0.00	\$21,215.00	\$104,820.00		
001.720.0590.5930.0000.0000	CERTIFICATION OF NOTES	\$1,027.94	\$5,000.00	\$0.00	\$5,000.00	\$5,000.00		
SCHEDULE: DEBT - 0590		\$2,235,777.57	\$2,055,490.00	\$824,207.82	\$2,010,526.00	\$2,094,131.00		
Grand Total:		\$2,235,777.57	\$2,055,490.00	\$824,207.82	\$2,010,526.00	\$2,094,131.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: Non-Contributory Pension #910

MISSION STATEMENT

This budget represents the funding of retirement benefits for those employees whose service began prior to the establishment of the current Plymouth County Retirement contributory system. The state reimburses the Town for past cost of living (COLA) adjustments granted through the year 1999. Currently, there are three remaining individuals receiving the pension benefit.

MAJOR BUDGET COMPONENTS

There was a 3% COLA for pensioners in FY12, and the FY13 budget will assume the same increase. However, the base of \$12,000 has been increased to \$13,000 for FY13 by Plymouth County Retirement so it is also applied to these retirees. Due to the loss of recipients, the budget has been reduced.

Town of Scituate

Budget 910 Non-Contributory Pensions

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001 910 0512 5179 0000 0000	NON-CONTRIBUTORY PENS	\$80,877.84	\$73,590.00	\$24,800.52	\$62,978.64	\$62,979.00		
SCHEDULE: PENSION - 0512		\$80,877.84	\$73,590.00	\$24,800.52	\$62,978.64	\$62,979.00		
Grand Total:		\$80,877.84	\$73,590.00	\$24,800.52	\$62,978.64	\$62,979.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: #911 Plymouth County Retirement

MISSION STATEMENT

Plymouth County Retirement (PCR) bills the Town annually for its share of their fiscal year appropriation. Scituate's FY13 share is 6.65% of the total PCR assessment. This fund pays for the retirement benefits of current Town retirees, and contributes to the unfunded liability of the Retirement System. The Town takes advantage of the savings benefit by paying an annual July assessment rather than the higher cost of the semi-annual payment that includes interest. For FY13, the savings to the Town equals \$68,249.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

MAJOR BUDGET COMPONENTS

In November of 2011/FY12, the PCR membership voted to increase the COLA base from \$12,000 to \$13,000 for retirees in FY13. The result is an 11% increase compared to FY12's annual assessment of \$3,103,047. There was a reduction in the FY12 assessment due to unexpected investment gains, which allowed the Town to appropriate a \$14,983 surplus into a newly created Other Post-Employment Benefits (OPEB) Fund.

FY 13 RISKS AND CHALLENGES

The market fluctuations will continue to impact the unfunded liability payment schedule in future years. All viable options are being considered by the PCR members in order to adopt a workable solution to satisfy all parties by minimizing the burden on municipalities while maintaining the funding schedule. Legislative action has provided increased funding term limit options, but the PCR Board has resisted pressure from the Membership to approve a reasonable extension that would provide municipal relief to budgets. The challenge will be to absorb the expected increases over the next several years with reduced local aid. Market conditions play a major role in recovering, and maintaining the fund's balance.

Town of Scituate

Budget 911 Contributory Pensions

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date:

12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.911.0512.5199.0000.0000	PLYMOUTH COUNTY RETIR	\$3,118,030.00	\$3,103,047.00	\$3,103,047.00	\$3,444,211.00	\$3,444,211.00		
001.911.0512.5968.0000.0000	TRANSFER TO OPEB LIABIL	\$0.00	\$14,983.00	\$14,983.00	\$0.00	\$0.00		
SCHEDULE: PENSION - 0512		\$3,118,030.00	\$3,118,030.00	\$3,118,030.00	\$3,444,211.00	\$3,444,211.00		
Grand Total:		\$3,118,030.00	\$3,118,030.00	\$3,118,030.00	\$3,444,211.00	\$3,444,211.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: WORKERS' COMPENSATION 912

MISSION STATEMENT

Town of Scituate Analysis of Workers' Compensation Trust Fund

	<u>Allocation</u>	<u>Actual Expense</u>
FY 13***	\$ 257,000.00	
FY 12**	\$ 190,000.00	YTD
FY 11	\$ 190,000.00	\$
FY 10	\$ 160,000.00	\$ 303,788.00
FY 09*	\$ 160,000.00	\$ 201,012.00
FY 08	\$ 80,000.00	\$ 173,476.00
FY 07	\$ 80,000.00	\$ 156,587.00
FY 06	\$ 80,000.00	\$ 122,407.00
FY 05	\$ 80,000.00	\$ 98,220.00
FY 04*	\$ 80,000.00	\$ 84,865.00
FY 03	\$ 100,000.00	\$ 57,974.00
FY 02	\$ 100,000.00	\$ 51,720.00

* Line of Duty included in expenditures included from FY 04 to FY 09.

Separate insurance now.

** \$85,000 transferred in from shared cost health insurance surplus June, 2011.

***\$67,000 recommended to be transferred from Free Cash to build Fund Balance

MAJOR BUDGET COMPONENTS

This is a Trust Fund for self-insurance of the Town's workers' compensation costs of injuries incurred by employees at the workplace. It excludes public safety personnel. The budget line item consists of all medical and hospitalization costs, third party administration (TPA), stop/loss, lost wages and any necessitated legal representation.

FY 13 RISKS AND CHALLENGES

Prior to FY 11, historical underfunding resulted in expenses exceeding annual appropriation thus negating the intent of self-funding which is to build a substantive reserve to guard against catastrophic loss. In addition, as the Fund is liquid it is viewed as an additional reserve asset by bond rating agencies.

YTD for FY 12 shows required medical costs payments continue to drive the annual allocation. 2010 ATM changes in the accounting of this Fund allow it to now retain interest and rollover any surplus funds. A surplus in FY 11 health insurance enabled a recommended transfer of \$85,000 to building up this fund balance. Safety training was conducted in the DPW and this is a continuing goal for the Town Administrator's office: to increase training for staff in worker safety to insure injuries on the job are minimized.

The fund goal for our number of employees should be about \$750,000. At a minimum, the interest generated annually from the fund should pay its ongoing administrative expenses such as the cost of the third party administrator and stop/loss premium cost.

Town of Scituate

Budget 912 Workers Compensation

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.912.0515.5199.0000.0000	WORKERS COMPENSATION	\$285,000.00	\$190,000.00	\$190,000.00	\$190,000.00	\$257,161.00		
SCHEDULE: EMPLOYEE BENEFITS - 0515		\$285,000.00	\$190,000.00	\$190,000.00	\$190,000.00	\$257,161.00		
Grand Total:		\$285,000.00	\$190,000.00	\$190,000.00	\$190,000.00	\$257,161.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: UNEMPLOYMENT 913

MISSION STATEMENT:

N/A

Expenditure Summary	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13
Amount Appropriated	\$40,000.00	\$96,000.00	\$185,000.00	\$300,000.00	\$300,000	\$100,000
Amount Expended	\$39,461.00	\$83,600.00	\$201,137.00	\$ 86,000.00	\$	
						Thru 12/11

MAJOR BUDGET COMPONENTS

This account funds unemployment costs for eligible town and school employees no longer working for the Town. Typically, most costs are incurred during June, July and August. The Town engages an unemployment consultant to monitor and verify actual claims which help insure costs are warranted. After two years of very high claims experience, FY 12 has a significant decrease in costs.

FY 13 RISKS AND CHALLENGES

The FY 13 appropriation reflects an improvement in the Town's financial position thus negating the potential for layoffs. The expense assumptions reflect this trend with an attendant reduction in the budget from \$300,000 to \$100,000.

DESCRIPTION OF REVENUE	FY/10	FY/11	FY/12	FY/13 YTD	Comments
---------------------------	-------	-------	-------	--------------	----------

N/A

Town or Scituate

Budget 913 Unemployment

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.913.0515.5199.0000.0000	UNEMPLOYMENT INSURAN	\$185,480.42	\$300,000.00	\$26,119.75	\$110,000.00	\$100,000.00		
SCHEDULE: EMPLOYEE BENEFITS - 0515		\$185,480.42	\$300,000.00	\$26,119.75	\$110,000.00	\$100,000.00		
Grand Total:		\$185,480.42	\$300,000.00	\$26,119.75	\$110,000.00	\$100,000.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: #914 Contributory Group Insurance

Mission Statement: This appropriation funds the Town's share of the health, and life insurance premiums for all eligible Town employees, and retirees. The Town is a member of the Mayflower Municipal Health Group (MMHG), which is comprised of several Plymouth County municipalities, and school districts, as well as the recent addition of Plymouth County employees. Pursuant to MA General Law Chapter 32B, any active, permanent Town employee working a minimum of twenty hours per week is eligible for group insurance as a benefit of employment.

Departmental Goals and Objectives with key result areas: The department goal is to provide quality health insurance plan options to employees, and retirees, as well as timely information regarding insurance benefits, and regulations. Contributions from all participants are managed through the Treasurer/Collector's office, a time-consuming, and labor-intensive process. Referrals to appropriate parties are given as necessary. In addition to keeping abreast of changes in the law, and attending MMHG meetings, the Treasurer/Collector works with the Town Administrator, and the consulting firm of Cook & Company on policy matters, etc. as well as participates on the Insurance Advisory Committee along with the Assistant T/C.

Major Budget Components: The predominant driver of this budget is the estimated Employer's share of insurance costs. In FY11, and again in FY12, a new benefit plan, Health Reimbursement Agreement (HRA), was offered to reimburse employees for increased co-pay costs. However, it has been eliminated for most of the unions for FY13 as a result of contract negotiations.

FY 13 Risks and Challenges: The major risk is budgeting insufficient funding to provide coverage for new hires, and those employees formerly covered elsewhere (e.g. spouse's plan). Estimates are based on current enrollment, and do not include surplus dollars for new enrollees. Spousal job losses have contributed to increased participants in the Town's plan. Recent law changes have increased the office workload by requiring careful monitoring of employees' eligibility, as well as those declining insurance coverage. There have also been challenges coordinating the COBRA for those no longer employed by the Town, especially given the activity involved in union staff changes during layoff periods. Health Insurance Reform now requires a reconciliation of dollars owed to the Town for retirees' health insurance premiums, and a billing process for municipalities to assess the costs to former public employers of current retirees. The mandate is under review for a delayed implementation date in order to create a process for this new procedure. Other major Healthcare Reform has taken a front seat to previous initiatives since it gives the Employer options for more control over the insurance benefit. It will be a challenging year remaining in FY12, and into FY13 while maneuvering through these new processes for municipal government.

Departmental Accomplishments: The office continued to manage the benefit created in FY11, the Health Reimbursement Agreement (HRA), for those employees whose HMO health insurance co-pay increased. The staff continues to work towards improving, and increasing communication with employees, retirees, Mayflower Health Group staff, and School Department Human Resource staff in order to insure compliance with new laws, and eligibility criteria which are in a constant state of change these days. There has also been significant outreach in the area of Wellness initiated by MMHG.

Town of scituate

Budget 914 Contributory Group Insurance

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.914.0515.5199.0000.0000	CONTRIBUTORY GROUP IN	\$4,880,286.22	\$5,508,907.00	\$2,545,350.68	\$5,576,598.96	\$5,508,907.00		
SCHEDULE: EMPLOYEE BENEFITS - 0515		\$4,880,286.22	\$5,508,907.00	\$2,545,350.68	\$5,576,598.96	\$5,508,907.00		
Grand Total:		\$4,880,286.22	\$5,508,907.00	\$2,545,350.68	\$5,576,598.96	\$5,508,907.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: #916 Federal Taxes

MISSION STATEMENT

This appropriation funds the Town's federal employer contribution that matches the employees' 1.45% Medicare contribution.

FY 13 RISKS AND CHALLENGES

The annual challenge is to sufficiently fund the FICA cost to cover fluctuations in employment.

Town of Scituate FY13 Federal Tax (FICA) Employer Share Projection

Enrollment as of November 29, 2011

#916 Federal Tax/FICA Estimate

FY12: July 2011 - November 24, 2011 YTD Cost	151,577.65
FY12: 12/1/11 Actual (Town)	3,066.15
FY12: 12/1/11 Actual (School)	13,073.54
FY12: Town 12/8/11 - 6/30/12 Estimate	91,984.50
FY12: School 12/15/11 Payroll - 6/30/12 Estimate (includes lump sum)	248,397.26
Estimated Increase @ 4%	20,323.96

TOTAL FY12 Estimated Cost	528,423.06
----------------------------------	-------------------

DEPARTMENTAL ACCOMPLISHMENTS

Previously, the budgeted FICA was insufficient to cover the annual employer share matches so great care has been taken in estimating a reliable figure.

Town of Scituate

Budget 9'16 Federal Taxes

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date:

12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
001.916.0515.5199.0000.0000	FEDERAL TAXES	\$469,321.06	\$552,876.00	\$190,960.00	\$528,423.06	\$528,423.00		
SCHEDULE: EMPLOYEE BENEFITS - 0515		\$469,321.06	\$552,876.00	\$190,960.00	\$528,423.06	\$528,423.00		
Grand Total:		\$469,321.06	\$552,876.00	\$190,960.00	\$528,423.06	\$528,423.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: Golf Enterprise Fund

MISSION STATEMENT

Widow's Walk Golf Course endeavors to offer the best valued golf experience on the South Shore by providing a well manicured championship course with friendly customer service. Scituate residents are granted special policies and pricing to encourage a high level of activity from our community members. It is the intent of this enterprise operation to offset all expenses through the collection of reasonable usage fees.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Increase our following of loyal "core golfers" from 125 to 150.

Develop a "Player's Pass" program with added appeal to weekend clientele and referral incentives for our existing "Season Pass" members.

Explore the possibility of a town run food and beverage operation for added control of key decisions in creating a more inviting "club atmosphere". (Jul-Sep)

Direct the bulk of our marketing efforts toward reaching golfers residing within 15-20 miles.

Attract 50 new golfers to Widow's Walk with the help of programs designed to reduce the intimidation factor.

Introduce the "Tee It Forward" PGA of America initiative to our course.

Extend junior rate time offerings on weekends when accompanied by an adult aimed to increase family participation.

Add "on course" group golf lessons focusing on facility orientation, basic rules, etiquette, and course management decisions. (Jul-Aug)

Decrease the number of vacant tee times while increasing revenue per round.

Identify historical slow time periods for selective discounting. (Ongoing)

Substitute the use of third party green fee processors with more profitable marketing options.

Initiate conversation with local golf professionals to discourage the competitive discounting epidemic that threatens the financial health of golf operations across the country. (Ongoing)

Work with Chelsea Reservations to reduce the occurrence of "no show" customers. (Ongoing)

Increase golf shop staff awareness and preparedness in identifying "back 9" start availability.

Selectively increase fees of product categories where we are presently overly price conscious:

Season Pass Program	8% increase on average
Golf Carts	8% on average
Junior Green Fees	16% (with added weekend availability)

Explore opportunities to maintain or reduce our already lean expense budget.

Research the possibility of a town managed maintenance operation that would replace the current contracted agreement. (Jul - Sept)

Attempt to replace the current paid range employees with a volunteer crew in exchange for golf privileges.

Initiate conversation on the possibility of establishing a department wide "Preferred Service Contractor" list, setting the stage for volume discount price negotiations.

Work with the Town Administrator on the logistics of sharing resources with other town departments.

MAJOR BUDGET COMPONENTS

Widow's Walk is the only full time daily fee golf course accessible to all Scituate residents. The facility also serves as a convenient location for surrounding towns that lack a public course of their own such as Cohasset, Norwell, Hull, and Hanover; as well as a more affordable option for some of the towns with public golf such as Hingham, Marshfield, Plymouth, and Quincy. We also provide our residents with the only public driving range/practice area within a reasonable driving distance. Although we encourage any and all play, we offer cost saving opportunities and reservation privileges exclusive to Scituate residents. Widow's Walk serves as the home of the Scituate High School Golf Team and is the site for all Scituate Recreation golf programs as well as the annual town Easter Egg Hunt. The facility is also an excellent choice for hosting fundraising activities, whether it is a sizeable golf tournament and/or a limited size banquet.

In order of total cost, the major expenditures for the golf course come from the following areas:

- IGM course maintenance fee
- Long term debt
- Golf operations salaries
- Indirect costs
- Equipment rentals and leases
- Technical services
- Electricity
- Repairs and maintenance

FY 13 RISKS AND CHALLENGES

With retained earnings depleted, our most serious challenge is to return to profitability so that we can continue to operate without the help of the taxpayers. This is not an easy task with just short of \$380,000 in annual debt payments that will continue through FY17.

These are extremely challenging economic times for businesses in general, and particularly for a business such as golf that is so reliant upon discretionary spending. It is a fact that golf rounds throughout the country are on the decline and have been for more than five years now. It is also known that in the last couple years discounting has become an epidemic in an attempt to recapture those lost rounds. The PGA of America, not in agreement with this discounting trend, is rolling-out a new "Golf 2.0" program to help grow the game. Their recent presentation at the New England PGA annual meeting was impressive. But insightful as their ideas are, it is going to take time for golf operators to reap the benefits of the program. In the meantime, most golf courses will struggle to maintain their standards and many will fail altogether if the golf industry continues on its' current path.

Change is in order. It is not only prudent, but necessary to end this destructive cycle before the consequences magnify. The combination of fewer rounds and less revenue per round is not a recipe for success. The golf

DESCRIPTION OF REVENUE					Comments
	FY/10 Actual	FY/11 Actual	FY/12 YTD 10/31	FY/13 Forecast	
Dues - Season Pass, Contract times, and Player's Pass	150,463	158,680	13,750	220,000	Proposed Season Pass fee increase, Player's Pass replaces Frequent Player program
Green fees	723,283	676,677	400,594	680,000	Proposed price increase, some transfer to Player's Pass dues
Rain checks	(3,643)	(3,598)	(3,440)	(3,500)	Proposed rate increase
Cart fees	155,095	153,922	96,837	177,000	
Club rentals	2,087	2,130	1,445	2,500	
Range fees	55,273	50,981	29,082	53,000	
Handicap fees	11,300	10,830	970	11,000	
<u>Total usage fees</u>	<u>1,093,858</u>	<u>1,049,622</u>	<u>539,238</u>	<u>1,140,000</u>	
<u>Total merchandise sales</u>	<u>98,565</u>	<u>93,683</u>	<u>47,325</u>	<u>90,000</u>	
<u>Total rentals</u>	<u>37,000</u>	<u>48,725</u>	<u>22,000</u>	<u>44,000</u>	
<u>Total earning on investments</u>	<u>1,495</u>	<u>602</u>	<u>0</u>	<u>600</u>	
Miscellaneous revenue	0	0	0	0	
Cash over/(under)	16	(7)	(5)	0	
<u>Total miscellaneous revenue</u>	<u>16</u>	<u>(7)</u>	<u>(5)</u>	<u>0</u>	
<u>Grand total</u>	<u>1,230,934</u>	<u>1,192,625</u>	<u>608,558</u>	<u>1,274,600</u>	

industry needs to return to the days of getting a price that is in line with the quality of their product. In our case that will require selective price increases, as difficult as that is to say in this economic environment. Hopefully we will not be alone in this strategy. I have plans to initiate conversation with my peers in an attempt to bring awareness to the damage of "panic discounting". To shed light on the realization that if we continue to engage in discount wars, most of us will fail. Even the customers who are currently enjoying the lower price options will be losers in time as their golf experience diminishes along with the course conditions. Part of our job will be to enlighten our customer base on the rationale behind any price increases and why they will benefit in the long run.

To have a realistic chance of returning to profitability there are two key areas of focus. There is one key item from each side of the balance sheet.

On the revenue side, much of our energy for the upcoming season will be directed toward growing our base of "core golfers". We plan to introduce a "Player's Pass" program designed to appeal to a wider range of golfers than our "Season Pass" program. Most of our marketing will be focused on introducing this program to the local market. Research shows that golfers don't generally frequent courses more than 15 miles from home. I am counting on our recent Groupon venture, although not an instant revenue success, to pay dividends with these efforts. In that our golf course was in terrific playing condition for the entire 2011 golf season, these visitors should feel and speak positively about their experience. Close to half of the Groupons for Widow's Walk were purchased by consumers in a close proximity to the course. These factors should set the tone for a successful advertising campaign.

On the expense side, we need to give some serious consideration to a town run golf course maintenance operation in place of the contract situation that is currently in place. It is our largest expense, and we are the only 18-hole municipal course in the area that continues to operate in this fashion. This is difficult recommendation in that IGM is doing an outstanding job with the maintenance of our golf course and equipment. Just the same, I am confident of a seamless transition that would provide us added flexibility and control of our product along with almost certain cost savings.

DEPARTMENTAL ACCOMPLISHMENTS

The playing conditions of our golf course and the quality of our golf operation staff continue to be a great source of pride and considered very favorable in comparison to our competition. Combined with our attractive rates, we feel that there is no better golfing value currently offered on the South Shore. These factors have contributed to accomplishments/awards in the following areas:

Community Newspapers Reader's Choice "Best Golf Course" South Shore.

Scituate Recreation golf program participation continues to be very strong.

Host site for Scituate High School Golf Team saving the school over \$4,000 in green fee and range expense.

Widow's Walk Enterprise Fund

	FY08	FY09	FY10	FY11	FY12 budget	FY13 budget*
Revenue:						
Dues	104,048	114,260	126,160	129,150	129,150	138,150
Frequent Players	30,862	26,630	24,303	29,530	29,530	29,530
Green Fees	764,269	752,453	719,640	673,072	677,622	732,622
Cart Fees	170,176	168,081	155,095	153,922	153,921	168,921
Club Rentals	2,387	2,330	2,087	2,130	2,130	2,130
Range Fees	54,553	52,610	55,273	50,981	50,981	52,981
Handicap Fees	13,560	13,610	11,300	10,830	10,830	10,830
Tournament Fees						
Merchandise Sales	115,674	103,479	98,565	93,683	93,683	93,683
Restaurant Lease Income	28,700	33,250	37,000	48,725	48,725	48,725
Interest Income	8,858	3,499	1,495	602	602	602
Misc	2,091	1,807	15			
Total Revenue	1,295,178	1,272,009	1,230,933	1,192,625	1,197,174	1,278,174
Expenses:						
Personal Services	169,217	174,912	171,973	172,274	171,578	174,253
Purchase of Services	573,697	605,767	584,752	609,974	609,223	591,506
Materials & Supplies	71,179	61,248	69,592	66,937	74,900	72,150
Indirect Costs	43,082	40,146	40,034	52,567	47,994	49,597
Capital Outlay	19,055	22,250	4,652			4,500
Capital Articles						
Total Operating Expenses	876,230	904,323	871,003	901,752	903,695	892,006
Surplus/(Deficit) before debt payments	418,948	367,686	359,930	290,873	293,479	386,168
Debt Service	382,605	381,855	380,415	377,750	378,975	379,125
Total Surplus/(Deficit)	36,343	(14,169)	(20,485)	(86,877)	(85,496)	7,043
					RE	
						\$

Unappropriated Certified Retained Earnings

* Revenue increase voted by Selectmen January 3, 2012

1/12/2012 10:13

Town of scituate

Budget 661 Widows Walk

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
061.661.0510.5110.0000.0000	REGULAR SALARIES	\$66,147.62	\$66,218.00	\$29,945.99	\$67,542.00	\$68,893.00		
061.661.0510.5190.0000.0000	SEASONAL SALARIES	\$106,126.82	\$105,360.00	\$62,868.00	\$105,360.00	\$105,360.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$172,274.44	\$171,578.00	\$92,813.99	\$172,902.00	\$174,253.00		
061.661.0520.5211.0000.0000	ELECTRICITY	\$16,798.86	\$22,000.00	\$13,483.18	\$20,600.00	\$20,600.00		
061.661.0520.5213.0000.0000	NATURAL GAS	\$4,378.54	\$4,500.00	\$1,427.46	\$4,500.00	\$4,500.00		
061.661.0520.5231.0000.0000	WATER/SEWER	\$340.19	\$2,750.00	\$0.00	\$1,600.00	\$1,600.00		
061.661.0520.5240.0000.0000	REPAIRS & MAINTENANCE	\$14,099.43	\$16,100.00	\$2,577.61	\$16,100.00	\$15,000.00		
061.661.0520.5270.0000.0000	RENTALS & LEASES	\$65,535.28	\$62,664.00	\$38,474.63	\$44,220.00	\$44,220.00		
061.661.0520.5273.0000.0000	OUTSIDE CART RENTALS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
061.661.0520.5301.0000.0000	MANAGEMENT FEE	\$457,741.46	\$462,659.00	\$245,959.01	\$467,286.00	\$467,286.00		
061.661.0520.5302.0000.0000	MARKETING	\$3,320.00	\$4,000.00	\$0.00	\$4,000.00	\$3,750.00		
061.661.0520.5303.0000.0000	HANDICAP SERVICE	\$5,450.00	\$6,000.00	\$1,825.00	\$6,000.00	\$6,000.00		
061.661.0520.5309.0000.0000	TECHNICAL SERVICES	\$23,534.24	\$25,000.00	\$10,655.26	\$25,000.00	\$24,000.00		
061.661.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$30.00	\$750.00	\$0.00	\$1,400.00	\$1,200.00		
061.661.0520.5341.0000.0000	TELEPHONE	\$2,148.29	\$1,600.00	\$612.72	\$2,150.00	\$2,150.00		
061.661.0520.5343.0000.0000	BINDING & PRINTING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
061.661.0520.5344.0000.0000	POSTAGE & DELIVERY	(\$488.71)	\$150.00	\$50.35	\$200.00	\$200.00		
061.661.0520.5580.0000.0000	OTHER SUPPLIES	\$660.00	\$0.00	\$0.00	\$0.00	\$0.00		
061.661.0520.5711.0000.0000	MILEAGE REIMBURSEMENT	\$0.00	\$100.00	\$0.00	\$100.00	\$100.00		
061.661.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$896.00	\$950.00	\$540.00	\$900.00	\$900.00		
061.661.0520.5960.0000.0000	INDIRECT COSTS	\$52,567.00	\$47,994.00	\$0.00	\$49,597.00	\$49,597.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$647,010.58	\$657,217.00	\$315,605.22	\$643,663.00	\$641,103.00		

Budget 661 Widows Walk

From Date: 12/1/2011

Definition: FY13 Completed Budget

Definition:

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: TRANSFER STATION

Mission Statement:

To cost effectively dispose of household waste while meeting the needs of the stakeholders in a clean and pleasant manner.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- Increase Recycling to 53% by Jun '13
- Reduce repair cost by 10% by updating equipment by Jun '13
- Achieve positive cash flow for the Enterprise by Jun '13

MAJOR BUDGET COMPONENTS

Major budget component is the disposal of trash and maintenance of equipment. The backhoe and pull truck are old and dated. The upkeep of these machines are a significant part of the transfer station budget. The flare that is burning the excess methane off of the existing landfill has been problematic. This requires additional maintenance to keep it running properly.

FY 13 RISKS AND CHALLENGES

- Currently, the equipment at the transfer station is older. The Loader was replaced two years ago but the other equipment is showing age. Costs increase for maintaining the equipment and keeping it running.
- The smooth installation of the solar panels on top of the landfill. Integration of construction activities without affecting the public use of the Transfer Station.

DEPARTMENTAL ACCOMPLISHMENTS

- Improved % of recycling for the Town to 55%
- Renegotiated all contracts for MSW, recycle and C&D to reduce these costs by 10% for FY 13
- Generated positive cash flow for third year in a row.

TRANSFER STATION REVENUES

Revenue	FY10	FY 11	FY12 Projection	FY 13 Projection	Comments
Stickers	403,000	473,000	470,000	470,000	
Blue Bags	493,000	521,000	520,000	520,000	
Bulky Waste	181,000	206,000	200,000	200,000	
Recycle	17,000	29,000	30,000	30,000	
General Fund	100,000	100,000	100,000	100,000	
Interest	0	12,000	0	0	
Total	1,194,000	1,341,000	1,320,000	1,320,000	

Transfer Station Enterprise Fund

	FY08	FY09	FY10	FY11	FY12 budget	FY13 budget
Revenue:						
Transfer Station Stickers	357,706	415,979	402,726	472,617	472,617	472,617
Trash Bags	303,383	437,476	493,118	520,561	520,561	520,561
Recycling	40,137	29,701	16,599	29,483	29,483	29,483
Bulky Waste	186,878	167,530	180,763	206,357	167,468	167,468
Interest Income	2,786	26	330	871	871	871
Misc				11,139		
Total Revenue	890,890	1,050,712	1,093,536	1,241,028	1,191,000	1,191,000
Expenses:						
Personal Services	239,633	226,333	200,172	178,861	204,261	208,033
Purchase of Services	725,928	724,241	687,614	647,465	748,040	710,350
Materials & Supplies	118,250	127,190	57,093	131,187	148,600	121,752
Indirect Costs	7,250	70,583	66,841	118,515	120,040	128,365
Capital Outlay		6,973			22,000	19,200
Total Operating Expenses	1,091,061	1,155,320	1,011,720	1,076,028	1,242,941	1,187,700
Surplus/(Deficit) before debt payments	(200,171)	(104,608)	81,816	165,000	(51,941)	3,300
Transfer from General Fund	100,000	100,000	100,000	100,000	100,000	100,000
Debt Service	(68,053)	(60,953)	(59,843)	(60,603)	(84,373)	(81,417)
Total Surplus/(Deficit)	(168,224)	(65,561)	121,973	204,397	(36,314)	21,883
					RE	
Unappropriated Certified Retained Earnings before FY13 Budget						279,420

Town of Scituate

Budget 433 Transfer Station

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date:

12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
063.433.0510.5110.0000.0000	REGULAR SALARIES	\$129,938.55	\$170,652.00	\$75,170.66	\$172,219.00	\$175,664.00		
063.433.0510.5120.0000.0000	OVERTIME	\$23,295.66	\$21,087.00	\$12,628.82	\$21,087.00	\$21,509.00		
063.433.0510.5130.0000.0000	LONGEVITY	\$1,300.00	\$2,150.00	\$850.00	\$1,650.00	\$1,650.00		
063.433.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
063.433.0510.5190.0000.0000	SEASONAL SALARIES	\$22,035.06	\$5,460.00	\$3,196.75	\$5,460.00	\$5,460.00		
063.433.0510.5191.0000.0000	OTHER SALARIES	\$2,291.64	\$4,912.00	\$823.68	\$4,912.00	\$3,750.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$178,860.91	\$204,261.00	\$92,669.91	\$205,328.00	\$208,033.00		
063.433.0520.5211.0000.0000	ELECTRICITY	\$10,469.67	\$14,940.00	\$3,462.06	\$14,940.00	\$12,750.00		
063.433.0520.5231.0000.0000	WATER/SEWER	\$1,218.97	\$4,800.00	\$0.00	\$3,000.00	\$3,000.00		
063.433.0520.5242.0000.0000	REPAIR & MAINTENANCE	\$39,107.24	\$30,000.00	\$16,404.63	\$37,100.00	\$28,000.00	10,000	
063.433.0520.5245.0000.0000	VEHICLE SERVICE	\$15,619.49	\$22,000.00	\$1,284.41	\$40,000.00	\$25,000.00		
063.433.0520.5271.0000.0000	HAULING CONTRACTS	\$508,001.20	\$600,000.00	\$186,785.51	\$565,000.00	\$565,000.00		
063.433.0520.5309.0000.0000	TECHNICAL SERVICES	\$51,159.98	\$70,000.00	\$79,603.83	\$70,000.00	\$70,000.00		
063.433.0520.5341.0000.0000	TELEPHONE	\$364.52	\$400.00	\$171.72	\$900.00	\$600.00		
063.433.0520.5343.0000.0000	BINDING & PRINTING	\$84.00	\$1,400.00	\$161.20	\$2,000.00	\$1,200.00		
063.433.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$3,195.00	\$4,500.00	\$5,025.00	\$4,800.00	\$4,800.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$629,220.07	\$748,040.00	\$292,898.36	\$737,740.00	\$710,350.00		
063.433.0540.5423.0000.0000	SUPPLIES	\$78,098.35	\$100,000.00	\$343.88	\$100,000.00	\$74,502.00		
063.433.0540.5425.0000.0000	PRINTING & FORMS	\$1,220.00	\$400.00	\$106.35	\$1,220.00	\$750.00		
063.433.0540.5430.0000.0000	BUILDING SUPPLIES	\$6,546.42	\$3,000.00	\$1,134.08	\$3,000.00	\$3,000.00		
063.433.0540.5431.0000.0000	EQUIPMENT PARTS	\$23,853.65	\$25,000.00	\$15,370.40	\$25,000.00	\$22,000.00		
063.433.0540.5451.0000.0000	CLEANING SUPPLIES	\$469.86	\$1,000.00	\$0.00	\$1,000.00	\$700.00		

Town of Scituate

Budget 433 Transfer Station

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
063.433.0540.5480.0000.0000	VEHICLE SUPPLIES	\$396.28	\$200.00	\$852.64	\$200.00	\$200.00		
063.433.0540.5481.0000.0000	FUELS & LUBRICANTS	\$15,312.14	\$16,000.00	\$3,877.72	\$18,000.00	\$18,000.00		
063.433.0540.5484.0000.0000	TOOLS & EXPENDABLES	\$0.00	\$800.00	\$0.00	\$800.00	\$400.00		
063.433.0540.5581.0000.0000	CLOTHING	\$1,350.00	\$2,200.00	\$2,246.00	\$2,200.00	\$2,200.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$127,246.70	\$148,600.00	\$23,931.07	\$151,420.00	\$121,752.00		
063.433.0561.5960.0000.0000	INDIRECT COSTS	\$118,515.00	\$120,040.00	\$0.00	\$128,365.00	\$128,365.00		
SCHEDULE: INTERGOVERNMENTAL - 0561		\$118,515.00	\$120,040.00	\$0.00	\$128,365.00	\$128,365.00		
063.433.0580.5851.0000.0000	EQUIPMENT	\$0.00	\$20,000.00	\$147.00	\$20,000.00	\$19,000.00		
063.433.0580.5853.0000.0000	OFFICE EQUIPMENT	\$0.00	\$2,000.00	\$0.00	\$200.00	\$200.00		
SCHEDULE: CAPITAL OUTLAY - 0580		\$0.00	\$22,000.00	\$147.00	\$20,200.00	\$19,200.00		
063.433.0590.5910.0000.0000	PRINCIPAL ON LONG TERM	\$37,000.00	\$57,000.00	\$0.00	\$57,000.00	\$57,000.00		
063.433.0590.5915.0000.0000	INTEREST ON LONG TERM	\$21,733.26	\$27,373.00	\$13,055.78	\$24,417.00	\$24,417.00		
063.433.0590.5925.0000.0000	INTEREST ON SHORT TERM	\$1,869.79	\$0.00	\$0.00	\$0.00	\$0.00		
SCHEDULE: DEBT - 0590		\$60,603.05	\$84,373.00	\$13,055.78	\$81,417.00	\$81,417.00		
Grand Total:		\$1,114,445.73	\$1,327,314.00	\$422,702.12	\$1,324,470.00	\$1,269,117.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: SEWER DIVISION

MISSION STATEMENT:

- Assure the proper collection and treatment of wastewater in an environmentally sound and cost effective manner to protect human health while meeting NPDES discharge permit and other regulated operating requirements.
- Expand capacity of the system to serve new customers by taking steps to eliminate or reduce ground water infiltration (I&I program)
- Maintain a high quality effluent and meet all regulatory requirements.

FY 2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS:

- Provide efficient, continuous operation of the division so that all legal requirements are met at reasonable cost and without unnecessary consumption of resources.
- Provide a safe, enjoyable, workplace environment that promotes a strong work ethic.
- On-Board new Chief Operator and train him/her to maintain accurate record keeping responsibilities (Jul '12)
- Establish and maintain a good public relations strategy that will address concerns and meet expectations of our customer base.
- Identify and eliminate sump pump connections to sewer mains and/or implement sump pump fee program (Jun '12)
- Implement revised Sewer Regulations including FOG program with Board of Health (Jul '12)

MAJOR BUDGET COMPONENTS

• Debt Services	57%	\$2,013,081
• Personnel Services	13%	\$ 440,609
• Utilities & Fuel	9%	\$ 304,776
• Intergovernmental	6%	\$ 196,857
• Sludge Disposal	4%	\$ 129,310
• Chemicals	3%	\$ 90,600
• Maintenance	2%	\$ 9,906

FY 13 RISKS AND CHALLENGES:

- Reducing the I&I problem in the collection system to meet DEP expectations and permit expansion of the system to additional residents.
 - Find and redirect sump pump discharges
 - Find and repair lateral leaks
- Changing regulatory permit requirements
 - Will increase amount of testing WWTP effluent
 - Will add additional requirements to NPDES permit
- Chemical costs have recently been erratic.

DEPARTMENTAL ACCOMPLISHMENTS

- Inspected 281 manholes
- Inspected 18 new sewer connections
- Operated facilities within Town Meeting Approved Budget and met regulatory requirements
- Participated in the North and South River Watershed Association's River Water Watch Program
- Conducted 91 house inspections looking for illegal sewer connections
- Completed NPDES Proficiency Testing with 100% Acceptance Rate
- CCTV Inspected 20,064 lateral feet of gravity sewer
- Conducted flow isolation on 59,020 lateral feet of gravity sewer
- CCTV Inspected 28 house laterals
- CIPP 14 house laterals, totaling 375 lateral feet

SEWER REVENUES

Revenue	FY 10	FY11	FY 12 Projections	FY 13 Projections	Comments
Sewer Use Fees	814,000	923,000	969,000	993,000	Assumes 2.5% rate increase
Disposal fees	149,000	131,000	131,000	134,000	Assumes 2.5% rate increase
Connection fees	25,000	15,000	15,000	15,000	
Permits, other	14,000	14,000	14,000	14,000	
Tax liens	150,000	139,000	146,000	150,000	Assumes 2.5% rate increase
Total	1,152,000	1,222,000	1,275,000	1,306,000	

Sewer Enterprise Fund

	FY08	FY09	FY10	FY11	FY12 budget	FY13 budget
Revenue:						
Tax Liens	4,696	15,605	33,718	11,103	6,672	6,672
Sewer Use Charges	845,324	899,253	814,498	923,185	923,185	923,185
Septage Disposal Fees	187,164	151,642	148,890	130,557	130,557	130,557
Interest/Penalties	4,763	7,178	6,607	6,672		
Sewerage Permits/Licenses	2,150	435	460	415	415	415
Sewer Connection Fees	25,000	10,000	25,000	15,000	15,000	15,000
Sewer Liens/Committed Interest	172,775	124,989	116,263	138,896	138,895	138,895
Interest Income	14,743	13,499	6,805	4,861	4,861	4,861
Misc			57	44,054		
Total Revenue	1,256,615	1,222,601	1,152,298	1,274,743	1,219,585	1,219,585

Expenses:						
Personal Services	361,379	373,183	370,051	398,946	432,409	459,077
Purchase of Services	405,407	494,714	509,385	532,095	522,834	477,620
Materials & Supplies	113,041	128,083	122,035	124,864	127,450	129,850
Indirect Costs	61,183	119,527	117,918	164,409		196,857
Capital Outlay				3,460	8,000	1,500
Capital Articles	75,000		220,009		189,373	
Total Operating Expenses	1,016,010	1,115,507	1,339,398	1,223,774	1,280,066	1,264,904

Surplus/(Deficit) before debt payments	240,605	107,094	(187,100)	50,969	(60,481)	(45,319)
Debt Exclusion	647,043	647,030	637,867	651,332	630,948	646,994
Debt Service	(811,076)	(852,259)	(848,685)	(848,343)	(919,436)	(857,265)
Total Surplus/(Deficit) before Betterments	76,572	(98,135)	(397,918)	(146,042)	(348,969)	(255,590)

Betterments						
Revenue	748,679	949,643	962,877	898,951	898,952	898,952
Added to Taxes	679,025	207,010	235,101	321,008	191,952	
Betterment Deferrals				2,432		
Debt Service	(906,142)	(845,320)	(910,164)	(925,073)	(1,093,645)	(1,106,061)
Net Betterments	521,562	311,333	287,814	297,318	(2,741)	(207,109)
Net Surplus/(Deficit)	598,134	213,198	(110,104)	151,276	(351,710)	(462,699)

Unappropriated Certified Retained Earnings as of October 26, 2011

Less amt needed to balance FY13 budget

Less amt to be used for FY13 Capital

Balance of Retained Earnings after FY12 ATM

1,451,884
(462,699)
(200,000)
789,185

82,500 } DPW pump
32,000 } d-truck
644,685 Bal.

Town of Scituate

Budget 440 Sewer Enterprise

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
064.440.0510.5110.0000.0000	REGULAR SALARIES	\$355,311.93	\$389,067.00	\$166,522.51	\$407,855.00	\$413,605.00		
064.440.0510.5120.0000.0000	OVERTIME	\$25,286.15	\$25,442.00	\$11,092.83	\$25,442.00	\$25,952.00		
064.440.0510.5130.0000.0000	LONGEVITY	\$3,750.00	\$3,800.00	\$800.00	\$4,600.00	\$4,600.00		
064.440.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
064.440.0510.5190.0000.0000	SEASONAL SALARIES	\$4,484.00	\$3,400.00	\$2,584.00	\$4,000.00	\$4,000.00		
064.440.0510.5191.0000.0000	OTHER SALARIES	\$10,113.73	\$10,700.00	\$5,337.48	\$10,920.00	\$10,920.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$398,945.81	\$432,409.00	\$186,336.82	\$452,817.00	\$459,077.00		
064.440.0520.5211.0000.0000	ELECTRICITY	\$222,249.28	\$263,264.00	\$117,713.45	\$289,077.14	\$260,000.00		
064.440.0520.5213.0000.0000	NATURAL GAS	\$22,997.56	\$24,500.00	\$2,320.70	\$25,725.00	\$23,000.00		
064.440.0520.5231.0000.0000	WATER/SEWER	\$4,640.18	\$11,500.00	\$184.91	\$8,500.00	\$8,500.00		
064.440.0520.5241.0000.0000	OFFICE MACHINE MAINTEN	\$350.00	\$200.00	\$0.00	\$200.00	\$150.00		
064.440.0520.5242.0000.0000	REPAIR & MAINTENANCE	\$25,878.94	\$24,000.00	\$12,080.30	\$28,000.00	\$28,000.00		
064.440.0520.5245.0000.0000	VEHICLE SERVICE	\$690.06	\$1,000.00	\$692.39	\$1,000.00	\$1,000.00		
064.440.0520.5271.0000.0000	RENTALS EQUIPMENT	\$139,843.68	\$171,500.00	\$45,967.09	\$129,310.00	\$129,310.00		
064.440.0520.5303.0000.0000	TRAINING	\$0.00	\$800.00	\$540.00	\$800.00	\$800.00		
064.440.0520.5309.0000.0000	TECHNICAL SERVICES	\$19,320.76	\$20,000.00	\$7,723.89	\$20,000.00	\$20,000.00		
064.440.0520.5319.0000.0000	LEGAL SERVICES	\$75,229.46	\$0.00	\$0.00	\$0.00	\$0.00		
064.440.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$1,419.60	\$500.00	\$0.00	\$800.00	\$800.00		
064.440.0520.5341.0000.0000	TELEPHONE	\$5,239.26	\$4,920.00	\$2,007.60	\$5,160.00	\$5,160.00		
064.440.0520.5343.0000.0000	BINDING & PRINTING	\$147.00	\$0.00	\$0.00	\$0.00	\$0.00		
064.440.0520.5344.0000.0000	POSTAGE & DELIVERY	\$911.88	\$250.00	\$13.48	\$250.00	\$200.00		
064.440.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$427.00	\$400.00	\$220.00	\$700.00	\$700.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$519,344.66	\$522,834.00	\$189,463.81	\$509,522.14	\$477,620.00		

Budget 440 Sewer Enterprise

From Date: 12/1/2011

Definition: FY13 Completed Budget

Printed:	12/23/2011	9:45:36 AM	Report:	2.8.19	Page: 2
----------	------------	------------	---------	--------	---------

Town of Scituate

Budget 440 Sewer Enterprise

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
		\$2,977,929.45	\$3,293,147.00	\$1,707,348.71	\$3,255,224.14	\$3,228,230.00		
Grand Total:								

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: WATER DIVISION

MISSION STATEMENT:

- Provide safe, sanitary, tasty drinking water in sufficient quantities and pressure to meet the personal, commercial, and firefighting needs of the community at reasonable and sustainable rates.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

- Replace at least 350 meters to reduce time and increase accuracy.
- Promote water conservation and consumer education to increase awareness and decrease usage.
- Continue with hydrant replacement and painting.
- Continue to replace aging water pipes to improve distribution, eliminate brown water and main breaks.
- Refine unidirectional flushing program to reduce discolored water during periods of high usage.
- Resume study of additional well water sources.
- Upgrade communication and data systems at treatment plant and wells to improve efficacy of system monitoring.
- Repair and paint Pinchin Hill standpipe.
- Install emergency generators at wells as required by DEP.
- Review and prioritize replacement of out-dated equipment and systems at treatment plant.
- Continue to review and improve security measures to ensure compliance with Homeland Security and our local Fire Department.

MAJOR BUDGET COMPONENTS

- | | |
|----------------------------|-----|
| • Personnel costs | 25% |
| • Chemicals | 16% |
| • Service & Repairs | 15% |
| • Purchased water cost | 12% |
| • Debt service | 10% |
| • Utilities & fuels | 10% |
| • Intergovernmental charge | 8% |
| • Billing costs | 2% |
| • Police details | 1% |

FY 13 RISKS AND CHALLENGES

- Uncertainty of future chemical costs (16% of spending).
- Changes in regulatory requirements (extent and frequency of testing) add costs.
- We are obligated to find additional sources of water/implement conservation measures to meet Water Management Act mandate to provide water to other users (i.e., fish).
- The distribution system is old and tired. Pipes need to be replaced without generating brown water issues for our customers.
- Uncertainty of future fuel cost.

DEPARTMENTAL ACCOMPLISHMENTS

- BROWN WATER: Implemented unidirectional flushing program thereby significantly reduced brown water issues this summer!
- FIRE PROTECTION: Implemented hydrant flexing and replacement program. Additionally, implemented program to update hydrants with brilliant & reflective paint plus "flags" to improve FD's ability to locate hydrants in an emergency.
- WATERMAINS: Replaced pipes on Stockbridge, Tilden, Hollet and Hatherly Roads. Started replacement on Gannett, Surfside and Seagate Circle.
- REGULATORY: Met all regulatory requirements of the DEP and EPA. Maintained licensing requirements of the facilities and personnel.
- COSTS:
 - Operated facilities within approved budgets.
 - Extensively researched and changed many vendors to decrease costs. Ex: CCR report printing & back flow device testing.
 - Leak detection: traced and repaired sources of unaccountable water loss in Humarock, thereby saving nearly \$35,000 in purchased water cost/year.
 - Eliminated T1-line and switched to Comcast to increase reliability and connection speed and decrease cost.
 - Replaced expensive to maintain backhoe and compressor.
 - Replaced old computers and copy machine in main office, increasing productivity & efficiency; reducing number of printers from three to one.
 - Increased revenue: sale of scrap metal and returning used meters to Ti-Sales for credit.
 - Replaced old computers and copy machine in main office, increasing productivity & efficiency; reducing number of printers from three to one.
 - Installed energy saving light switches throughout the main office.
- Survived Hurricane Irene and the ensuing chaos at the treatment plant.
- Inspected Mann Lot and Pinchin Hill standpipes. Drained and cleaned Pinchin Hill standpipe.
- Implemented new summer water conservation program limiting the use of in-ground irrigation systems to one day according to Precinct.
- Improved two-way radio communications by converting frequency from low band to high band.
- Replaced five garage bay doors that were in serious disrepair. Patched leaks in roof of main office.

WATER REVENUES

Revenue	FY 10	FY11	FY 12 Projection	FY 13 Projection	Comments
Water Use Fees	1,883,000	2,277,000	2,100,000	2,100,000	
Connection fees	130,000	110,000	110,000	110,000	
Water liens	267,000	308,000	294,000	294,000	
Other	5,000	154,000	7,000	7,000	
Total	2,285,000	2,854,000	2,511,000	2,511,000	

Water Enterprise Fund

	FY08	FY09	FY10	FY11	FY12 budget	FY13 budget
Revenue:						
Tax Liens	3,801	16,902	25,583	14,197		
Water Use Charges	1,976,251	2,209,387	1,883,249	2,276,537	2,277,031	2,277,031
Water Installation	235,628	110,000	129,500	110,000	110,000	110,000
Interest/Penalties	5,367	6,700	5,186	5,467		
Water Liens/Committed Interest	384,699	268,106	241,657	293,791	293,791	293,791
Interest Income	34,726	22,405	8,974	6,748	6,748	6,748
Misc	1,095	568	115	154,469		
Total Revenue	2,641,567	2,634,068	2,294,264	2,861,209	2,687,570	2,687,570
Expenses:						
Personal Services	665,336	686,109	697,716	640,351	692,453	718,885
Purchase of Services	508,354	542,972	470,786	441,578	544,391	414,075
Materials & Supplies	422,617	553,584	428,801	356,565	576,831	482,200
Marshfield Water	302,001	284,884	306,790	234,730	318,420	247,300
Indirect Costs	19,599	182,136	185,854	226,817	215,984	239,521
Capital Outlay	2,000	11,762	952	3,974	26,000	27,500
Capital Articles	263,000	237,384	332,000	-	450,000	
Total Operating Expenses	2,182,907	2,498,831	2,422,899	1,904,015	2,824,079	2,129,481
Surplus/(Deficit) before debt payments	458,660	135,237	(128,635)	957,194	(136,509)	558,089
Debt Service	183,435	186,816	186,870	195,529	588,479	591,573
Total Surplus/(Deficit)	275,225	(51,579)	(315,505)	761,665	(724,988)	(33,484)

Unappropriated Certified Retained Earnings as of October 26, 2011

Less amt needed to balance FY13 budget

Less amt to be used for FY13 Capital

Balance of Retained Earnings after FY12 ATM

695,488
(33,484)
(65,000)
→ 597,004

15,50 w^{at}m
-32 m^{at}m
97,000

1/12/2012 10:12

Town of Scituate

Budget 450 Water Enterprise

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
065.450.0510.5110.0000.0000	REGULAR SALARIES	\$516,004.13	\$553,173.00	\$243,067.04	\$568,755.00	\$576,795.00		
065.450.0510.5120.0000.0000	OVERTIME	\$97,848.38	\$110,727.00	\$47,979.39	\$110,727.00	\$112,942.00		
065.450.0510.5130.0000.0000	LONGEVITY	\$4,600.00	\$5,450.00	\$3,600.00	\$6,550.00	\$6,550.00		
065.450.0510.5140.0000.0000	EDUCATIONAL INCENTIVE	\$0.00	\$3,350.00	\$0.00	\$2,775.00	\$2,775.00		
065.450.0510.5172.0000.0000	SICK LEAVE BUY BACK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
065.450.0510.5190.0000.0000	SEASONAL SALARIES	\$5,168.00	\$5,400.00	\$2,508.00	\$5,600.00	\$5,400.00		
065.450.0510.5191.0000.0000	OTHER SALARIES	\$16,730.78	\$14,353.00	\$9,110.29	\$14,423.00	\$14,423.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$640,351.29	\$692,453.00	\$306,264.72	\$708,830.00	\$718,885.00		
065.450.0520.5211.0000.0000	ELECTRICITY	\$158,631.35	\$233,850.00	\$89,982.99	\$200,000.00	\$165,000.00		
065.450.0520.5213.0000.0000	NATURAL GAS	\$20,544.28	\$24,400.00	\$5,332.27	\$21,000.00	\$21,000.00		
065.450.0520.5231.0000.0000	WATER/SEWER	\$131.93	\$7,089.00	\$0.00	\$1,000.00	\$1,000.00		
065.450.0520.5241.0000.0000	OFFICE MACHINE MAINTEN	\$1,033.00	\$1,200.00	\$0.00	\$0.00	\$10.00		
065.450.0520.5242.0000.0000	REPAIR & MAINTENANCE	\$86,441.88	\$80,000.00	\$34,582.20	\$80,800.00	\$80,800.00		
065.450.0520.5245.0000.0000	VEHICLE SERVICE	\$14,008.13	\$14,000.00	\$4,491.95	\$14,140.00	\$12,000.00		
065.450.0520.5271.0000.0000	EQUIPMENT RENTAL	\$26,954.56	\$28,000.00	\$14,613.89	\$36,000.00	\$5,000.00		
065.450.0520.5308.0000.0000	TRAINING	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
065.450.0520.5309.0000.0000	TECHNICAL SERVICES	\$58,365.40	\$82,480.00	\$25,778.67	\$70,000.00	\$60,000.00		
065.450.0520.5321.0000.0000	CONFERENCES/MEETINGS	\$1,875.00	\$1,850.00	\$499.00	\$2,000.00	\$1,875.00		
065.450.0520.5341.0000.0000	TELEPHONE	\$18,233.30	\$19,000.00	\$6,525.91	\$19,190.00	\$19,190.00		
065.450.0520.5343.0000.0000	BINDING & PRINTING	\$12,315.81	\$15,000.00	\$4,475.74	\$15,150.00	\$14,000.00		
065.450.0520.5344.0000.0000	POSTAGE & DELIVERY	\$15,301.10	\$17,195.00	\$7,931.56	\$17,366.95	\$17,400.00		
065.450.0520.5346.0000.0000	LEGAL ADVERTISING	\$1,252.72	\$505.00	\$0.00	\$510.05	\$700.00		
065.450.0520.5389.0000.0000	INTERDEPARTMENTAL	\$17,433.50	\$18,912.00	\$4,719.80	\$15,000.00	\$15,000.00		

Town of Scituate

Budget 450 Water Enterprise

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date:

12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
065.450.0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$1,229.91	\$910.00	\$1,036.00	\$1,100.00	\$1,100.00		
SCHEDULE: PURCHASE OF SERVICES - 0520								
065.450.0540.5212.0000.0000	HEATING OIL	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
065.450.0540.5420.0000.0000	OFFICE SUPPLIES	\$2,639.04	\$3,000.00	\$670.55	\$3,030.00	\$2,000.00		
065.450.0540.5423.0000.0000	SUPPLIES	\$87,325.72	\$102,750.00	\$40,014.94	\$103,777.50	\$102,750.00		
065.450.0540.5425.0000.0000	PRINTING & FORMS	\$0.00	\$500.00	\$0.00	\$505.00	\$400.00		
065.450.0540.5430.0000.0000	BUILDING SUPPLIES	\$3,291.56	\$2,000.00	\$0.00	\$2,020.00	\$2,000.00		
065.450.0540.5431.0000.0000	EQUIPMENT PARTS	\$30,882.30	\$25,000.00	\$7,399.82	\$25,250.00	\$22,500.00		
065.450.0540.5451.0000.0000	CLEANING SUPPLIES	\$660.24	\$800.00	\$90.89	\$808.00	\$800.00		
065.450.0540.5480.0000.0000	VEHICLE SUPPLIES	\$3,311.92	\$1,000.00	\$1,626.03	\$1,010.00	\$750.00		
065.450.0540.5481.0000.0000	FUELS & LUBRICANTS	\$30,679.91	\$31,211.00	\$18,272.94	\$38,000.00	\$35,000.00		
065.450.0540.5484.0000.0000	TOOLS & EXPENDABLES	\$3,100.97	\$3,000.00	\$1,470.96	\$3,030.00	\$2,800.00		
065.450.0540.5501.0000.0000	CHEMICALS & LAB SUPPLIE	\$186,448.96	\$399,570.00	\$118,615.38	\$309,000.00	\$309,000.00		
065.450.0540.5581.0000.0000	CLOTHING	\$4,050.00	\$5,000.00	\$4,050.00	\$4,500.00	\$4,200.00		
SCHEDULE: MATERIALS & SUPPLIES - 0540								
		\$352,390.62	\$573,831.00	\$192,211.51	\$490,930.50	\$482,200.00		
065.450.0561.5602.0000.0000	CHARGES & ASSESSMENT	\$84,729.79	\$318,420.00	\$5,792.75	\$247,300.00	\$247,300.00		
065.450.0561.5960.0000.0000	INDIRECT COSTS	\$226,817.00	\$215,984.00	\$0.00	\$239,521.00	\$239,521.00		
SCHEDULE: INTERGOVERNMENTAL - 0561								
		\$311,546.79	\$534,404.00	\$5,792.75	\$486,821.00	\$486,821.00		
065.450.0580.5851.0000.0000	EQUIPMENT	\$2,300.00	\$25,000.00	\$13,965.00	\$25,250.00	\$26,500.00		
065.450.0580.5853.0000.0000	OFFICE EQUIPMENT	\$1,673.88	\$1,000.00	\$0.00	\$1,010.00	\$1,000.00		
SCHEDULE: CAPITAL OUTLAY - 0580								
		\$3,973.88	\$26,000.00	\$13,965.00	\$26,260.00	\$27,500.00		

Town of Scituate

Budget 450 Water Enterprise

Fiscal Year: 2011-2012

From Date: 12/1/2011 To Date: 12/31/2011 Definition: FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
065.450.0590.0000.0000	PRINCIPAL ON LONG TERM	\$133,000.00	\$395,000.00	\$562.50	\$388,315.00	\$388,315.00		
065.450.0590.5915.0000.0000	INTEREST ON LONG TERM	\$41,745.74	\$193,479.00	\$95,741.05	\$194,087.00	\$194,087.00		
065.450.0590.5925.0000.0000	INTEREST SHORT TERM	\$20,783.66	\$0.00	\$0.00	\$9,171.00	\$9,171.00		
SCHEDULE: DEBT - 0590		\$195,529.40	\$588,479.00	\$96,303.55	\$591,573.00	\$591,573.00		
Grand Total:		\$1,937,543.85	\$2,959,558.00	\$814,507.51	\$2,797,671.50	\$2,721,054.00		

End of Report

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: 298 HARBORMASTER

MISSION STATEMENT

The mission of the Scituate Harbormaster, in accordance with the Scituate Waterways Management Plan and the Scituate Mooring Rules & Regulations and Town By-Laws, is to ensure the safety of the boating public, preserve and promote order among vessels that habitually moor or transit Scituate Waterways, maintain and enhance town-owned maritime facilities while protecting the integrity of the harbor as a natural resource, and to defray the cost of providing services through the assessment of user fees.

FY/2013 DEPARTMENTAL GOALS AND OBJECTIVES WITH KEY RESULT AREAS

Increase Effectiveness of Department through Increased Law Enforcement Training & Education.

1. With Chief of Police, determine appropriate programs and resources for obtaining police powers.
2. Schedule attendance to classes. (Ongoing)
3. Develop training schedule for appropriate staff. (Ongoing)

Encourage and Promote Water-Dependent Uses of Scituate Harbor and abutting properties.

1. Support commercial fishing by investing in supporting structures, i.e. Town Pier, Scituate Marine Park and Boatyard. (Ongoing)
2. Set up ongoing schedule for dredging. (Ongoing)
3. Facilitate the introduction of excursion boats, i.e. The Lucky Finn. (Ongoing)

Rehabilitate Critical Maritime Infrastructure.

1. Implement improvements to Town Pier as recommended by 2010 engineered evaluation.
(Time dependent on state funding)
2. Set up ongoing schedule for dredging. (Ongoing).
3. Maintenance dredging in South River. (Time dependent on state funding)
4. Investigate improvement to South River launching ramp. (Ongoing)

Review, protect and restore natural resources.

1. Continue shellfish reseeding program. (July 2012)
2. Assist Mass Audubon in seasonal deployment and retrieval of resource protection fencing.
(Oct 2012 & May 2013)
3. Procure environmental pumpout boat. (August 2012)

MAJOR BUDGET COMPONENTS

The Harbormaster is the managing authority over Scituate Waterways. He has one full-time assistant and one business manager, who provide operational and administrative support. He manages 14 seasonal assistants who conduct patrols, search and rescue missions, enforce MGL CH90B and local ordinances, provide security for, and maintain all Town owned maritime facilities.

The Harbormaster has the overall responsibility for the operation and administration of the Waterways Enterprise Fund.

He is responsible for creating the budget, authorizing expenditures, projecting revenues and making necessary adjustments to ensure fiscal solvency.

TOWN OF SCITUATE

FY 2013 BUDGET

DEPARTMENT: 298 HARBORMASTER

DEPARTMENTAL ACCOMPLISHMENTS

Initiatives & Projects:

<u>Initiatives</u>	<u>Date Completed</u>	<u>Notes</u>
Boating Course for Beginners	April 2011 & November 2011	Both classes sold out.
Patrol Presence on Spit	May 2011 – Oct 2011	
Reseeding of clam flat in North River	June 2011	200 bushels seeded
Improve accessibility of Scituate Harbor by transients	May 2011	Added transients slips to Scituate Marine Park Marina
Improve credit card system	May 2011	Increased transient slip revenue 60%

<u>Projects</u>	<u>Date Completed</u>	<u>Notes</u>
Harbor Management Plan	June 7, 2011	
Jericho Public Launching Ramp	June 2011	
SMP Expansion Phase IV <i>Expanded marina with new floats, ten new slips, 4 new transient slips.</i>	May 2011	
Harborwalk Expansion <i>Town Meeting approved CPA funding of \$220K</i>	December 2011	95% completed

Waterways Enterprise Fund

	FY08	FY09	FY10	FY11	FY12 budget	FY13 budget
Revenue:						
Boat Excise	36,492	37,432	41,583	43,153	43,153	43,153
Slip Fees	584,809	581,316	631,868	654,909	654,909	654,909
Mooring Fees	104,762	109,822	104,267	103,621	103,621	103,621
Marina User Fees	77,595	78,209	77,850	89,925	89,925	89,925
Town Pier Fees	21,400	22,875	23,575	25,000	25,000	25,000
Overnight Tie-ups	15,833	20,354	20,307	20,421	20,421	20,421
Mooring Waiting List	1,455	1,470	1,704	1,035	1,035	1,035
Sale of Ice	5,060	3,702	4,662			
Lease Income	71,368	33,526	81,572	103,250	74,875	74,875
Fines	250		91			
Interest Income	22,109	8,948	3,972	3,323	3,323	3,323
State Grants	16,977	5,000	6,449			
Misc	1,544	735	20,182	78,445	3,497	3,497
Total Revenue	959,654	903,389	1,018,082	1,123,082	1,019,759	1,019,759
Expenses:						
Personal Services	248,907	257,344	262,568	277,416	291,561	359,718
Purchase of Services	76,884	78,158	69,535	85,779	152,822	104,595
Materials & Supplies	52,960	29,363	47,302	35,067	46,900	41,700
Indirect Costs	71,590	76,029	77,784	83,865	88,326	91,185
Capital Outlay	16,247	8,456		21,965	20,000	21,500
Capital Articles	85,000					
Total Operating Expenses	551,588	449,350	457,189	504,092	599,609	618,698
Surplus/(Deficit) before debt payments	408,066	454,039	560,893	618,990	420,150	401,061
Debt Service	403,977	448,692	428,792	451,489	523,661	490,111
Total Surplus/(Deficit)	4,089	5,347	132,101	167,501	(103,511)	(89,050)
					RE	
Unappropriated Certified Retained Earnings as of October 26, 2011						580,081
Less amt needed to balance FY13 budget						(89,050)
Less amt to be used for FY13 Capital						(80,000)
Balance of Retained Earnings after FY12 ATM						<u>411,031</u>

from retained earnings
→ 95,000

Town of Scituate

Budget 298 Waterways Enterprise

Fiscal Year: 2011-2012

From Date: 12/1/2011

To Date: 12/31/2011

Definition:

FY13 Completed Budget

Account	Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Recomm	FY13 Board of Selectman	FY13 Advisory Committee
066 298 0510.5110.0000.0000	REGULAR SALARIES	\$166,146.63	\$173,136.00	\$78,154.51	\$177,329.00	\$228,238.00		
066 298 0510.5120.0000.0000	OVERTIME	\$1,836.45	\$4,000.00	\$2,215.31	\$5,000.00	\$4,500.00		
066 298 0510.5130.0000.0000	LONGEVITY	\$1,550.00	\$1,650.00	\$1,550.00	\$2,450.00	\$2,450.00		
066 298 0510.5172.0000.0000	SICK LEAVE BUY BACK	\$500.00	\$500.00	\$850.00	\$500.00	\$500.00		
066 298 0510.5190.0000.0000	SEASONAL SALARIES	\$106,748.71	\$110,000.00	\$66,801.68	\$121,711.00	\$121,711.00		
066 298 0510.5191.0000.0000	OTHER SALARIES	\$634.16	\$2,275.00	\$221.76	\$2,319.00	\$2,319.00		
SCHEDULE: PERSONAL SERVICES - 0510		\$277,415.95	\$291,561.00	\$149,793.26	\$309,309.00	\$359,718.00		
066 298 0520.5211.0000.0000	ELECTRICITY	\$15,893.25	\$20,000.00	\$10,971.52	\$20,000.00	\$18,000.00		
066 298 0520.5231.0000.0000	WATER/SEWER	\$3,727.29	\$47,008.00	\$0.00	\$10,000.00	\$10,000.00		
066 298 0520.5241.0000.0000	OFFICE MACHINE MAINTEN	\$342.81	\$500.00	\$0.00	\$2,520.00	\$2,520.00		
066 298 0520.5242.0000.0000	REPAIR & MAINTENANCE	\$37,101.34	\$42,000.00	\$21,315.60	\$40,000.00	\$39,000.00		
066 298 0520.5291.0000.0000	RUBBISH REMOVAL	\$5,976.30	\$8,500.00	\$3,354.00	\$7,500.00	\$6,800.00		
066 298 0520.5301.0000.0000	MARINE PARK O & M COST	\$13,248.11	\$24,274.00	\$6,540.04	\$20,000.00	\$20,000.00		
066 298 0520.5308.0000.0000	TRAINING	\$505.35	\$1,000.00	\$750.00	\$1,000.00	\$1,000.00		
066 298 0520.5309.0000.0000	TECHNICAL SERVICES	\$2,044.18	\$4,390.00	\$330.45	\$4,000.00	\$2,500.00		
066 298 0520.5321.0000.0000	CONFERENCES/MEETINGS	\$0.00	\$400.00	\$0.00	\$400.00	\$300.00		
066 298 0520.5341.0000.0000	TELEPHONE	\$1,798.52	\$1,500.00	\$498.99	\$1,500.00	\$1,500.00		
066 298 0520.5343.0000.0000	BINDING & PRINTING	\$501.77	\$1,000.00	\$659.10	\$1,000.00	\$1,000.00		
066 298 0520.5344.0000.0000	POSTAGE & DELIVERY	\$606.32	\$950.00	\$149.70	\$950.00	\$900.00		
066 298 0520.5346.0000.0000	LEGAL ADVERTISING	\$45.43	\$600.00	\$0.00	\$600.00	\$475.00		
066 298 0520.5711.0000.0000	MLEAGE REIMBURSEMENT	\$121.20	\$300.00	\$0.00	\$300.00	\$200.00		
066 298 0520.5731.0000.0000	PROFESSIONAL DUES & SL	\$400.00	\$400.00	\$0.00	\$400.00	\$400.00		
066 298 0520.5960.0000.0000	INDIRECT COSTS	\$83,865.00	\$88,326.00	\$0.00	\$91,185.00	\$91,185.00		
SCHEDULE: PURCHASE OF SERVICES - 0520		\$166,176.87	\$241,148.00	\$44,569.40	\$201,355.00	\$195,780.00		

Budget 298 Waterways Enterprise

From Date:	12/1/2011	To Date:	12/31/2011	Definition:	FY13 Completed Budget				
Account		Description	FY11 Expended	FY12 Approp	FY12 Expended to Date	FY13 Dept Request	FY13 Town Admin Reconin	FY13 Board of Selectman	FY13 Advisory Committee

066.298.0540.5420.0000.0000	OFFICE SUPPLIES	\$837.35	\$1,000.00	\$453.52	\$1,000.00	\$1,000.00
066.298.0540.5423.0000.0000	SUPPLIES	\$19,256.80	\$26,000.00	\$4,800.84	\$26,000.00	\$22,000.00
066.298.0540.5425.0000.0000	PRINTING & FORMS	\$599.00	\$700.00	\$0.00	\$700.00	\$600.00
066.298.0540.5430.0000.0000	BUILDING SUPPLIES	\$4,363.55	\$4,000.00	\$1,150.04	\$4,500.00	\$3,000.00
066.298.0540.5451.0000.0000	CLEANING SUPPLIES	\$1,544.57	\$2,400.00	\$838.61	\$2,200.00	\$2,200.00
066.298.0540.5462.0000.0000	LANDSCAPING SUPPLIES	\$0.00	\$750.00	\$158.76	\$750.00	\$850.00
066.298.0540.5481.0000.0000	FUELS & LUBRICANTS	\$6,913.74	\$10,500.00	\$4,912.63	\$10,500.00	\$10,500.00
066.298.0540.5581.0000.0000	CLOTHING	\$635.01	\$1,550.00	\$578.50	\$1,550.00	\$1,550.00
SCHEDULE: MATERIALS & SUPPLIES - 0540		\$34,150.02	\$46,900.00	\$12,892.90	\$47,200.00	\$41,700.00
066.298.0580.5851.0000.0000	EQUIPMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$1,500.00
066.298.0580.5881.0000.0000	CAPITAL DEPRECIATION	\$14,120.81	\$10,000.00	\$0.00	\$10,000.00	\$5,000.00
066.298.0580.5882.0000.0000	CAPITAL REPLACEMENT	\$7,843.82	\$10,000.00	\$2,724.95	\$15,000.00	\$15,000.00
SCHEDULE: CAPITAL OUTLAY - 0580		\$21,964.63	\$20,000.00	\$2,724.95	\$25,000.00	\$21,500.00
066.298.0590.5910.0000.0000	PRINCIPAL ON LONG TERM	\$300,511.00	\$348,000.00	\$7,710.00	\$335,000.00	\$335,000.00
066.298.0590.5915.0000.0000	INTEREST ON LONG TERM	\$139,397.50	\$171,783.00	\$74,575.19	\$154,241.00	\$154,241.00
066.298.0590.5925.0000.0000	INTEREST ON SHORT TERM	\$11,580.24	\$3,878.00	\$0.00	\$870.00	\$870.00
SCHEDULE: DEBT - 0590		\$451,488.74	\$523,661.00	\$82,285.19	\$490,111.00	\$490,111.00
Grand Total:		\$951,196.21	\$1,123,270.00	\$292,265.70	\$1,072,975.00	\$1,108,809.00

Grand Total: